Government of
Saskatchewan

2005-2006
Annual Report

Saskatchewan
Justice

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This annual report is also available in electronic format from the Department's web site at **www.saskjustice.gov.sk.ca**

Letters of Transmittal

Her Honour the Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report of the Department of Justice for the fiscal year ending March 31, 2006.

Frank Quennell, Q.C.
Minister of Justice and Attorney General

The Honourable Frank Quennell, Q.C.
Minister of Justice and Attorney General

Dear Sir:

I have the honour of submitting the Annual Report of the Department of Justice for the fiscal year ending March 31, 2006.

Doug Moen, Q.C.
Deputy Minister of Justice and
Deputy Attorney General

Who We Are

Vision

The vision of Saskatchewan Justice is "A fair, equitable and safe society supported by a justice system that is trusted and understood."

Mandate

The mandate of Saskatchewan Justice flows from the historic and constitutional role of the Attorney General to uphold the rule of law[1], protect basic legal rights of citizens, and ensure good and proper administration of justice. Effective justice services contribute to social stability and, by extension, to a high quality of life for citizens. Justice services must reflect the norms of the community and support a sound, healthy society.

Service Delivery System

Saskatchewan Justice has about 900 employees across the province. Department employees work with other departments, governments and community partners to administer and deliver justice, protect basic legal rights and relationships, and provide other justice functions such as producing legal publications and developing alternative mechanisms to resolve disputes.

Department activities are organized into six main divisions: Community Justice, Public Prosecutions, Courts and Civil Justice, Civil Law, Public Law, and Finance and Administration. A brief description of each of these areas follows. More information is available on the Saskatchewan Justice web site at **www.saskjustice.gov.sk.ca**.

As well, the Policy, Planning and Evaluation Branch provides support to all divisions in the Department and to the Minister in areas of corporate, federal/provincial and inter-agency policy and justice relations with specific emphasis on criminal law policy, family law policy, youth justice policy, and Aboriginal policy. It supports the implementation of criminal, youth and family justice legislative changes and initiatives. The Branch also facilitates program review and evaluation for department programs or initiatives, performs statistical analysis and research on behalf of the Department, and provides support to the departmental strategic planning and performance management activities.

The Departments of Justice and Corrections and Public Safety share the services of four branches: Communications and Public Education, Administrative Services, Systems Services and Human Resources.

Community Justice Division

The Community Justice Division includes Law Enforcement Services, Community Services, Victims Services and Aboriginal and Northern Justice Initiatives. It provides alternative measures and crime prevention programs that respond to the needs of communities for increased safety and greater involvement in justice services. It supports the development and delivery of community-based justice initiatives, co-ordinates Aboriginal and northern justice initiatives and funds the Aboriginal Courtworker program, the Police Commission and the Police Complaints Investigator. It also provides provincial policing services under contract with the Royal Canadian Mounted Police (RCMP), regulates the private security industry, provides for coroners' investigations, and conducts investigations of residential and commercial properties being used for illegal activities.

The Division is also home to a unique set of Aboriginal initiatives made possible by funding innovative partnerships with Aboriginal organizations and the federal government. These programs respect Aboriginal values and traditions and provide employment opportunities for Aboriginal people.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to Government and numerous law enforcement agencies. Prosecutors assess investigation results to determine whether there is sufficient evidence to prosecute a violation of the law and whether the public interest in that prosecution justifies the expenditure of public funds. Public Prosecutions Division also has a substantial role in training law enforcement officials such as police.

[1] In general terms, the rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.

Courts and Civil Justice Division

The Courts and Civil Justice Division provides judicial and operational support to the court system, produces transcripts and provides enforcement services for legal judgments through the Sheriff's Office. It provides maintenance enforcement and other family justice services to assist parents and children deal with the difficulties of family breakdown. The Division licenses Commissioners of Oaths, Notaries Public and Marriage Commissioners. It also provides dispute resolution services to assist in resolving disputes outside the court system and protects the interests of people who do not have the capacity to manage their own financial affairs. As well, it supports economic well-being through the provision of corporate registry services.

Civil Law Division

The Civil Law Division provides legal services to the departments, agencies, boards and commissions of the Government of Saskatchewan.

Public Law Division

The Public Law Division provides legal services to Government, including advice on Aboriginal legal issues, trade law and constitutional matters, and legal, policy and technical advice in relation to legislation. Through the Queen's Printer, it publishes and distributes legislation, regulations and other government publications.

Finance and Administration Division

The Finance and Administration Division provides administrative services to senior management and operational areas of the Department through the following branches that are shared with the Department of Corrections and Public Safety: Administrative Services, Human Resources, and Systems Services. These support services are also provided to a number of boards and commissions assigned to the Minister of Justice and Attorney General.

This Division is also responsible for the Access and Privacy Branch. This Branch helps improve the management of public access to government records, while also supporting government efforts to improve privacy protection.

Responsibility for the Consumer Protection Branch also lies within this Division. This Branch is a regulatory body that grants licenses, regulates market conduct, investigates complaints, answers inquiries and oversees the regulation of the death services industry through an industry self-regulatory body. The major activity within the Branch is to provide information and direction to the public and businesses to assist in dealing with problems encountered in the marketplace. It also acts directly for members of the public unable to protect themselves.

Key Partners

To achieve its vision and the outcomes identified in its plan, Justice works with key partners – some represent justice system components; some deliver community-based justice services; and some assist in policy and legislative development and implementation. All have an impact on the extent to which Justice is able to achieve its goals, objectives and outcomes.

The following organizations play a critical role in shaping the criminal justice system of the future. These partners have an impact on the extent to which the Department is able to meets its criminal justice performance measures, particularly those under Goal 1 – Safe Communities and Goal 2 – Aboriginal Justice.

- Police and the Saskatchewan Legal Aid Commission partner with the Department[2] in criminal justice system delivery, but are formally independent. The Department also provides funding to police-based victims services programs that support victims during the criminal justice process and to the Saskatchewan Aboriginal Courtworker program that funds Aboriginal organizations to employ Aboriginal Courtworkers to support Aboriginal offenders during the court process.

[2] The Department also works closely with the judiciary, but there is a constitutional separation between executive government and the judiciary, and the judiciary is independent of government.

- Community-based organizations, including Aboriginal communities and organizations, deliver a wide range of services, such as community justice programs, alternative measures, First Nations policing, Aboriginal courtworkers, Aboriginal family violence programs and Aboriginal youth crime prevention programs. Justice provides funding to community-based organizations to deliver these programs; some are cost-shared with other funders.

The participation of federal, municipal, First Nations and Métis and municipal governments is critical to the achievement of our plan. The participation at the federal level of government is essential in a number of areas, particularly with respect to First Nations people and through cost-sharing agreements. Federal involvement or lack of involvement affects the Department's ability to achieve a large number of performance measures, particularly those under Goal 1 – Safe Communities, Goal 2 – Aboriginal Justice and Goal 3 – Civil and Family Justice. The Department and its municipal partners work together to implement provincial policing strategies and policies.

The Department, together with First Nations, Métis and municipal partners, works to develop and evaluate targeted responses to deal with seriously offending youth and young adults, related directly to Goal 1 – Safe Communities and Goal 2 – Aboriginal Justice.

Two other partners that have an impact on the extent to which Justice achieves its objectives are the legal profession and business. The Department partners with the legal profession to provide effective civil solutions (Goal 3 – Civil and Family Justice) and with business to identify potential changes to regulations, as well as to define acceptable levels of service (Goal 4 – Marketplace Relations).

In Summary

Together, the Divisions of the Department work with Saskatchewan Justice stakeholders and partners to ensure the justice system:

- effectively enforces criminal law (*Criminal Code*, *Youth Criminal Justice Act* and provincial statutes), including the need to be tough on serious crime and the need for integrated approaches in situations where the offender can be effectively dealt with in the community;
- provides effective mechanisms for resolving social conflict to ensure that people do not turn to socially destructive ways of dealing with their issues;
- responds to the legal and social needs of people, particularly those in vulnerable circumstances and those involved in family disputes;
- plays a key regulatory function in the marketplace to safeguard consumer and public interests and support economic well-being; and
- provides legal and policy services to Government, including serving as the Government's official legal advisor and representing the Government before courts and tribunals, as well as advising departments and agencies about developing legislative proposals and drafting all legislative instruments.

2005-06 Fiscal Year Results

Results at a Glance

The goals and objectives in the 2005-2006 Performance Plan articulated the outcomes the Department is pursuing as we move towards our vision in the years to come. Key actions and performance measures relate directly to the objectives within the Plan. This section provides a summary of key accomplishments in 2005-06, as well as a summary of the financial results for that fiscal year.

Summary of Performance Results

In 2005-06, the Department continued to work towards supporting strong and vibrant communities through actions such as co-ordinating the government response to the Commission on First Nations and Métis Peoples and Justice Reform. It responded to justice issues such as support for the inquiry into the wrongful conviction of David Milgaard and the development of therapeutic courts and targeted initiatives to reduce crime in specific communities. Department priorities for 2005-06 were:

- reducing reliance on the justice system;
- changing the relationship between Aboriginal people and the justice system;
- reducing offending through integrated targeted approaches;
- improving community safety by targeting unlawful activities in residential and business neighbourhoods; and
- improving the efficiency of the justice system.

Highlights of the most significant performance results are shown below. More details are provided in the following section, 2005-06 Performance Results.

Goal 1 – Safe Communities: Individuals are safe and secure from crime, the rights of people are protected and crime is reduced

- Continued to support the Crime Reduction Strategy through the development of integrated community responses to offending. There are six initiatives across the province – Regina, the Battlefords, Saskatoon, Prince Albert, Meadow Lake and La Ronge. Prince Albert was announced in June 2005 and projects in Meadow Lake and La Ronge were in the planning stage in 2005-06.
- Reduced auto thefts in Regina in 2005 by 44 per cent from 2001 levels through the Regina Auto Theft Strategy, an integrated targeted initiative.
- Hired a Chief Forensic Pathologist to support the three-year plan to enhance the Coroner's Program.
- Worked with the Saskatoon community to develop an approach to deal with gangs through prevention, intervention and suppression.
- Implemented the use of video-conferencing between the Provincial Court and the Saskatoon Correctional Centre to improve the efficiency of court processes.
- Provided training for 765 people serving on volunteer justice-related boards such as police, victims services and community justice.
- Expanded victims services in the North by establishing a victim/witness co-ordinator position in La Ronge and initiating the development of a police-based Victims Services program in Stony Rapids and Black Lake.

Goal 2 – Aboriginal Justice: The justice system responds to the needs, values and aspirations of Aboriginal peoples

- Co-ordinated the government response to the final report of the Commission on First Nations and Métis Peoples and Justice Reform; worked with Federation of Saskatchewan Indian Nations (FSIN), representatives from Métis Family and Community Justice Services and the federal government on implementation.
- Provided funding for 49 new police positions in the province.
- Established the Saskatoon Domestic Violence Court with the first sitting in September 2005.
- Provided funding for a Children Who Witness Domestic Violence Program in the Battlefords and a domestic violence victims worker to support the Battlefords Domestic Violence Treatment Option Court.
- Developed the Regina Drug Treatment Court with the first sitting planned for fall 2006.
- Established a new Public Complaints Commission to oversee investigation of public complaints pertaining to municipal police services.
- Sponsored a northern justice symposium with New North in May 2005 to hear and discuss justice issues and ideas for change in the North; a second symposium was held in the northwest in June.
- Implemented the first year of an initiative to solve and enhance police and community responses to cases of missing persons.
- Increased the number of on-reserve court locations by adding Provincial Court sittings at Big Island Cree Nation and Pelican Lake First Nation.
- Increased the per cent of Justice employees self-identifying as Aboriginal to 9.5 per cent, an increase of 4.5 per cent over 2002-03.

Goal 3 – Civil and Family Justice: Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

- Continued to maintain one of the highest maintenance enforcement collection rates in Canada (82 per cent).
- Increased the monetary limit of the Small Claims Court to $10,000.
- Implemented the section of *The Public Trustee Amendment Act, 2001* dealing with financial abuse of people in vulnerable circumstances.

Goal 4 – Marketplace Relations: A fair, efficient and effective marketplace

- Increased business registrations and filings completed by the general public on-line to 42 per cent by March 31, 2006, an increase of eight per cent over 2004-05.
- Continued its review of consumer protection legislation and delivery strategies. Amendments were introduced with new rules for future performance contracts, personal development services contracts, travel club contracts and remote contracts.

Goal 5 – Legal Services: Program and policies of Government are supported by appropriate legal services

- Delivered legal and policy advice to departments and agencies of government.
- Established the Access and Privacy Branch to provide support and advice to privacy and access officers throughout government.

Summary of Financial Results

The Department's 2005-06 expenditure budget (appropriation) was $212.077 million, including $625,000 for capital asset acquisitions. In the fall of 2005, the Legislature approved an additional $4.111 million as Supplementary Estimates. In the spring of 2006, an additional $1.4 million was authorized by Special Warrant. Additional statutory funding of $41,000 was provided for Land Titles Assurance Claims as authorized by law.

Supplementary Estimates funding of $4.111 million was provided for:

- additional costs related to the Milgaard Inquiry ($2.9 million);
- funding of special policing initiatives – Project Hope, Gang Suppression and Missing Persons ($1.190 million); and
- salary enhancements for community-based organizations ($21,000).

Special Warrant funding of $1.4 million was provided for:

- salary pressures related to mid-year implementation of the new Management Classification Plan and Long Services Salary adjustment offered to in-scope employees ($550,000);
- increased costs related to Court-appointed counsel ($525,000);
- unbudgeted costs for the Provincial Court Commission ($95,000);
- costs recovered in revenue for the occupational health and safety prosecutor pilot project ($120,000); and
- unanticipated retirements in the Human Rights Commission requiring the payment of a retirement allowance in accordance with the collective agreement ($110,000).

For 2005-06, the total funding appropriated and available to the Department was $217.629 million.

The expense budget excludes the $625,000 appropriation for the Department to acquire capital assets and includes the amortization of the Department's capital assets. For 2005-06, the budgeted capital asset amortization expense was $480,000. The budgeted level of expense for the Department was $217.484 million.

The 2005-06 actual expenses were $217.415 million; a variance of $69,000 less than the approved expense budget. Expense results by subvote and program area are summarized in subsequent pages of the annual report.

The following table summarizes the actual expenditures by category:

2005-06 Actual Expenditures	**$000s**
Personal Services (salaries, wages, honorariums and other compensation paid to individuals)	$ 58,204
Travel	2,442
Third Party Funding (Transfers) – see details below	120,331
Goods and Services	36,022
Other Expenses	1,712
Capital Asset Amortization	439
Internal Recoveries	(1,735)
Total	**$ 217,418**

Third Party Funding (Transfers)	**$000s**
Royal Canadian Mounted Police	$ 96,727
Legal Aid Commission	16,146
Various Police Services	4,460
Community Justice Initiatives	2,386
Other Third Party Funding	612
Total	**$ 120,331**

Detailed payee information will be published in Volume 2 of the 2005-2006 Public Accounts.

Revenues

The revenue budget in 2005-06 was $59.589 million. Actual revenues were $58.986 million, a variance of $0.603 million less than budget. Revenue results are summarized in subsequent pages of the annual report.

Revolving Funds and Special Purpose Accounts

The Department is responsible for managing and operating the following revolving or special purpose accounts:

- Queen's Printer Revolving Fund
- Victims Fund

Information regarding the 2005-06 business activities of these funds can be found in Appendix C of this annual report. The financial statements for these funds can be found at the Department web site: **www.saskjustice.gov.sk.ca**.

2005-06 Performance Results

This section of the report provides details about the long-term goals and objectives Saskatchewan Justice was working towards in 2005-06. It describes what the Department did to achieve its objectives (key actions) and how we know whether we were successful in making progress towards objectives (key results and performance measures).

The key actions originally presented in our 2005-2006 Performance Plan are listed below, followed by a report on progress for each item. Actual results information is included for all key actions and performance measures that were published in our 2005-2006 Performance Plan, as well as for all commitments related to the Department of Justice in the government-wide 2005-2006 Performance Plan Summary.

Each year, the Department uses the annual performance information to review its progress towards its goals and objectives in order to develop its strategic priorities and budget requests for the next fiscal year. Sometimes the review results in changes to performance measures; sometimes changes are made to objectives. Divisions and branches use the annual performance information to develop their work plans.

Further information about the Department's performance measures is available with the 2005-2006 Justice Performance Plan available on the Saskatchewan Justice web site **www.saskjustice.gov.sk.ca**.

Goal 1 – Safe Communities: Individuals are safe and secure from crime, the rights of people are protected and crime is reduced

Objective 1 – Hold offenders accountable through effective enforcement and responses to offending

Saskatchewan citizens want their families, their homes, and their communities to be safe. The Department has a balanced, multi-year criminal justice strategy for building safer communities and overall public confidence in the criminal justice system through targeted interventions and improved efficiency. This includes initiatives in the areas of prosecutions, law enforcement, victims services, court services, criminal law reform, and crime prevention. This approach recognizes the need for a continuum of justice services with an increased emphasis on community-based services, including responsibility for local delivery, crime prevention, holistic treatment of offenders and victims in family violence situations, and involvement of victims in the criminal justice process.

Holding offenders accountable for their actions is a critical component of community safety. Justice, together with the Department of Corrections and Public Safety (CPS), continues to work towards ensuring offender accountability in three ways: custodial sentences and community supervision orders, financial commitments and community justice programs. The Department supports effective police responses to crime and works to improve performance in fine collection and community justice programs.

In 2005-06, significant progress was made in advancing this objective through the development and implementation of community-based, integrated, targeted crime reduction strategies. Legislation and programs were introduced to increase public safety. While the Department continued to work towards increased offender accountability, external factors, such as balancing the costs of external fine collection costs and the amount recovered, impeded progress somewhat.

Key Results

- To improve the Coroner's Program, the Department will enhance forensic expertise and capacity in criminal and non-criminal cases in response to the report from the Stonechild Inquiry and other reviews. [2005-06 planned result]

  - The Department completed all the activities identified in the first year of the three-year plan developed to enhance the Coroner's Program. This included training for lay coroners, restructuring the Office of the Chief Coroner and hiring a Chief Forensic Pathologist.

- To deal with serious offending youth and young adults, the Department will continue to work in partnership with justice agencies to develop and evaluate integrated, targeted responses. [2005-06 planned result]

  - Justice and Corrections and Public Safety are working to support strong and vibrant communities, a priority of Government. The Departments, in partnership with other levels of government, First Nations and Métis peoples, and community organizations, are assisting in developing community-based, integrated, targeted initiatives to reduce crime and keep communities safe.
  - In addition to integrated targeted crime reduction strategies in Regina and Saskatoon, projects in Prince Albert, Meadow Lake and La Ronge are underway. A strategy targeting high-risk adult and youth offenders involved in violent offences and break and enters was introduced in Prince Albert in June 2005. Justice has been meeting with the towns of Meadow Lake and La Ronge to develop strategies to meet the needs of their communities. It is anticipated that a proposal for the Meadow Lake strategy will be developed by summer 2006, and for La Ronge in fall 2006.
  - The Integrated Targeted Initiative Crime Reduction Database was developed by Systems Services Branch to provide program information about offenders. The application will be piloted and implemented in 2006-07.

- To increase public safety and create a hostile environment for organized crime and gang activities, the Department will work nationally and regionally to combat organized crime strategically, including actions related to provincial and national co-ordination and by implementing *The Safer Communities and Neighbourhoods Act*. [2005-06 planned result]

  - The Department and Saskatchewan Health organized the June 2005 meeting of Western Ministers of Justice, Health and Public Safety in Regina on issues related to Building Partnerships to Address Addictions – Responding to Crystal Meth. The meeting agenda included dealing with concerns related to organized crime.
  - The Department supported and participated with the Saskatoon community in its development of an approach to deal with gangs. It also worked with the Department of Corrections and Public Safety to develop a province-wide approach to dealing with gang issues.
  - As well, the Department contributed to the discussion of organized crime impacts and responses at the federal/provincial/territorial level through various meetings of officials and Ministers.

- To enhance police capacity to detect repeat sex offenders, the Department will work with the police community and other jurisdictions to implement the Bill establishing the National Sex Offender Registry fully. [2005-06 planned result]

  - Appropriate steps have been taken to fully implement the legislation. Eligible convicted incarcerated offenders have been served with a requirement that they register upon release from custody. The Crown has obtained orders for newly-convicted eligible sex offenders to register on the system. As of January 2006, 146 offenders were registered on the Saskatchewan central registry.

- To support youth justice reform, the interdepartmental committee co-chaired by Justice and Corrections and Public Safety will continue to evaluate and support a collaborative and balanced approach to holding youth accountable, including developing policy and practical responses to support appropriate use of police discretion and the least intrusive response of the justice system to youth misconduct. [2005-06 planned result]

- Monitoring and evaluation work continued in 2005-06. Justice and Corrections and Public Safety presented a report to the Department of Finance on the results of 2004-05 *Youth Criminal Justice Act* (YCJA) activity.
- As part of the provincial response to the YCJA, a police caution program was approved by the Minister of Justice for dealing with youth through alternatives to court and charging. This police caution program is being piloted by the RCMP in Regina.

- To enhance the effectiveness of the criminal justice system, the Department will take steps to implement changes to federal criminal law in partnership with stakeholders in the criminal justice system in areas such as sentencing and criminal process reform. [2005-06 planned result]

  - Several criminal law reforms came into effect in 2005-06. The Department worked with victims services, court staff, legal aid, police, Crown prosecutors and other related sectors to ensure that information on the reforms was available in a timely manner and to ensure that the procedural supports were in place to implement the reforms. For example, amendments made to the *Criminal Code* and the *Canada Evidence Act* created new offences, such as voyeurism, and strengthened other offences such as child pornography and child sexual exploitation and penalties for crimes involving the sexual abuse of children. As well, amendments were made to the mental disorder provisions of the Criminal Code which affect Mental Disorder Review Board and court proceedings.

- To assist in addressing the underlying causes of crime, the Department will continue to play an active role in interdepartmental strategies such as School Plus, the Cognitive Disabilities Strategy and the Interdepartmental Committee on Family Violence. [2005-06 planned result]

  - The Department continued to take an active role in the development and implementation of these initiatives and continues to participate at the interdepartmental and regional levels.

- To improve the efficiency of court processes, the Department will implement the use of video-conferencing in Saskatoon and examine the use of video-conferencing in the North. [2005-06 planned result]

  - In January 2006, the Department implemented the use of video-conferencing in Saskatoon and held 11 video conferences before the end of March. Video-conferencing has decreased the number of prisoners held in the Saskatoon Security/Detention Unit and has also allowed the staff who would transport those prisoners to be assigned to other duties. It has also contributed to a more efficient system of handling the accused at the Saskatoon Correctional Centre, as there is no need to transport the accused to Provincial Court. Court Services is presently consulting with the stakeholders about increasing the use of video-conferencing between Saskatoon Provincial Court and the Saskatoon Correctional Centre from a weekly to daily basis.
  - Preliminary discussions have been held with a number of stakeholders in Prince Albert and La Ronge regarding the expansion of video-conferencing in the North.

- To improve the efficiency of court processes, the Department will continue to work in partnership on case management and early case resolution. [2005-06 planned result]

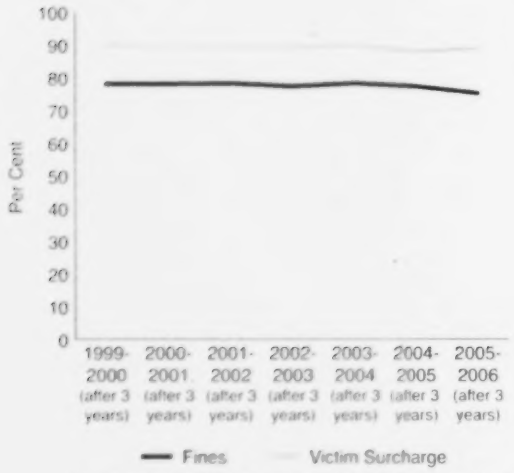
  - The Department continued to work in partnership with stakeholders in the justice system to enhance case management and early case resolution. Provincial Court liaison committee meetings involving all stakeholders encourage communication and improve practices.
  - The time to trial in the Regina and Saskatoon Provincial Courts has been at an acceptable level for the last few years. The Office of the Chief Judge and Court Services Branch continue to monitor the situation.

Measurement Results

Offender accountability

- Per cent of dollar amount of fines ordered paid within three years of disposition
- Per cent of dollar amount of provincial victim surcharges collected within three years of disposition

Dollar amount collected of fines and late payment fees, and victim surcharge assessed, 1997-98 to 2005-06



Source: Saskatchewan Justice, Courts Services, 2006

In 2005-06, 75.3 per cent of fines ordered were paid within three years of disposition, a decrease of two per cent over 2004-05 results. Victim surcharges paid increased by 0.8 per cent to 88.9 per cent in the same time frame. As shown in the graph above, the results for both measures have been fairly stable over the years.

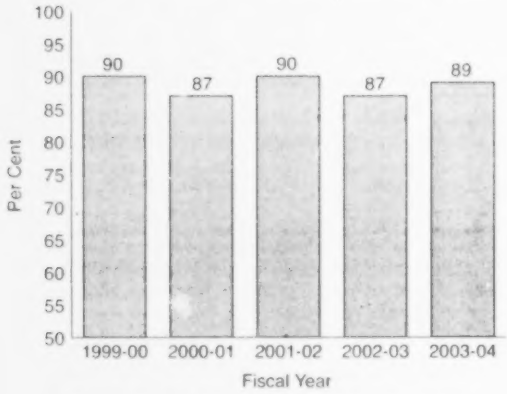
This performance measure represents one way that offenders may be held accountable for their actions. Offenders can be ordered to pay fines as part of their sentence and judges can order the offender pay a surcharge to the Victims Fund. These two performance measures are linked. When a fine is paid, dollars are allocated to the provincial victim surcharge first, then the remainder is applied to the fine itself.

Justice continues to work on cost-effective methods of collecting outstanding fines. However, without additional resources allocated to the area of fine collection or policy changes such as further restricting license and vehicle registrations for individuals with outstanding fines, it is unlikely that there will be significant improvement in the collection rate.

Offender accountability

- Per cent of offenders successfully completing agreements in alternative measures programs [2004-05 data will be available July 2006]

Adult offenders successfully completing agreements in alternative measures programs



Source: Saskatchewan Justice, Policy, Planning and Evaluation, 2006

In 2003-04 (most recent data available), 89 per cent of the offenders reaching agreements in alternative measures programs successfully completed their agreements. As shown in the graph above, trend data for this measure has remained constant over the years.

When offenders take responsibility for a crime, some are held accountable through community justice programs delivered by community-based organizations. Prior to or following the laying of a charge, police and prosecutors may refer offenders to a program that offers alternative measures such as mediation and community conferencing. These interventions result in agreements that offenders must complete in order to be successful in the intervention.

This performance measure represents another way that offenders are held accountable for their actions. The Department has some influence on the results through its funding agreements with service delivery agents, but community-based organizations are responsible for delivering the programs. Variables out of the control of the Department, such as the training and skills of the mediator/facilitator, change in offender attitude and behaviour, family support and community understanding of alternative measures, affect the extent to which agreements are completed.

Impact of targeted initiatives on crime rate

- Per cent change in auto theft crime in Regina

In 2002, a targeted, integrated response by Justice, Corrections and Public Safety and Regina Police Service was implemented to more effectively hold offenders accountable for their actions when they steal vehicles in Regina. During the first full year of the strategy, auto thefts and attempted auto thefts were reduced by 29 per cent. By December 31, 2005, the overall reduction from 2001 was 44 per cent, with 1,697 fewer cars stolen in 2005 than in 2001.

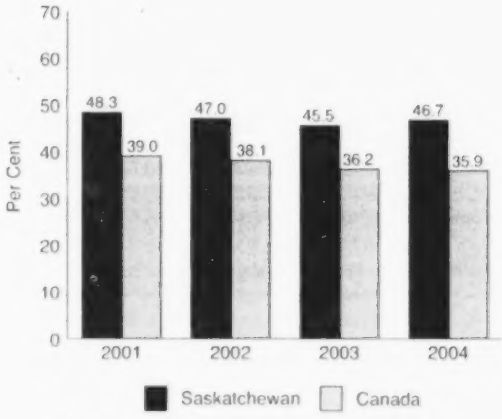
The number of auto thefts in Regina has stabilized at a much lower level than four years ago. Factors that affect these results include the reallocation of police resources to other areas and weather conditions.

Source: Regina Auto Theft Strategy, 2006

Effectiveness in solving crimes

- Per cent of police-reported incidents cleared by charge or cleared otherwise

Clearance rates for Saskatchewan and Canada



Source: Canadian Centre for Justice Statistics

The most recent data available for clearance rates are from 2004. The Canadian Centre for Justice Statistics will provide 2005 data in July 2006.

Saskatchewan continues to have the highest clearance rate in Canada. Our clearance rate has been fairly stable over the years. In 2004, it was 46.7 per cent, 1.2 per cent more than 2003. Clearance rates often increase over time as more cases are solved and suspects are identified.

The clearance rate has two components: the proportion of incidents that are cleared by charge or cleared otherwise. It is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to continue; use of alternative measures).

The Department has some influence over this measure because it provides funding for specific activities within police services. But, factors such as police service priorities and types of offences committed have more influence than the Department.

Relationship between alternative measures programs and re-offending

- Per cent of offenders who re-offend following completion of agreements in alternative measures programs

The results of a pilot project on recidivism rates in alternative measures programs, conducted by the Department in 2004-05, show that most of the offenders (61 per cent) did not re-offend in the following four-year time period. Of those who did re-offend, two-thirds committed one offence in the time period and 40 per cent committed crimes that were not violent or property offences. The most common charge was driving under the influence.

Further research is needed in this area, including identifying and analyzing data from a comparison group and collecting data on a provincial sample.

Many factors outside the control of the Department affect offending. The following determinants of re-offending have been identified in the literature by program managers:

- offender attitudes, values, beliefs, cognitive challenges, addictions;
- available treatment services and programs;
- family and social supports;
- educational/employment opportunities; and
- changing police practices.

Source: Saskatchewan Justice, Policy, Planning and Evaluation, 2005

Objective 2 – Protect the rights of persons in criminal processes

The Department is committed to ensuring that victims and accused persons are able to understand, participate in, and represent their interests in criminal proceedings. This is essential to realizing our vision of a fair, equitable and safe society supported by a justice system that is trusted and understood.

The Department is improving responses to protect the rights of offenders in criminal processes by implementing projects such as the expansion of duty counsel in adult criminal courts. The work of the Saskatchewan Legal Aid Commission and the Aboriginal Courtworker program continue to assist offenders through the criminal justice system; programs such as the Victim/Witness Program assist victims involved in the system.

Key Results

- To ensure adequate access to criminal Legal Aid, the Department will support the Saskatchewan Legal Aid Commission in implementing its Strategic Plan. [2005-06 planned result]

  - The Department continued to work with Justice Canada to ensure adequate funding to support new initiatives for legal aid services through the cost-share agreement.

- To examine practices in the administration of criminal justice in Saskatchewan, the Department will continue to fund the inquiry into the wrongful conviction of David Edgar Milgaard. [2005-06 planned result]

  - In February 2004, Mr. Justice Edward P. MacCallum was appointed as Commissioner of the Inquiry into the Wrongful Conviction of David Milgaard. The purpose of the inquiry is to examine into and report on any and all aspects of the conduct of the investigation into the death of Gail Miller and the criminal proceedings against David Milgaard. The Inquiry will also seek to determine whether the investigation should have been re-opened based on information subsequently received by the police and the Department of Justice.

- The hearing schedule, announced in November 2004, contemplated 108 hearing days with standing granted to 10 parties. Two additional parties were subsequently granted standing before the Commission for a total of 12 parties with full standing before the Commission. During the Christmas 2005 adjournment, progress and the plan for the coming months was reviewed. As a result, the Commission anticipates the need for another 30 to 35 days beyond the current schedule of 137 days. These days will fall in April, May and June 2006.

Measurement Results

Access to courts

- Average length of time to next trial date in criminal proceedings:
  - at northern court points
  - in Saskatoon

In the North, 2005-06 year-end results show that the average length of time to the next trial date has increased from 114 days in 2004-05 to 124 days in 2005-06. This is not unexpected because this measure can be greatly affected by external factors such as the length of trials and number of adjournments. It is expected to stabilize at this level unless other initiatives are undertaken.

In Saskatoon, the average length of time to the next trial date increased to 101 days, 31 days more than in 2004-05 and 19 days less than the 2003-04 level. To continue reducing the length of time to next trial date in criminal proceedings requires the co-operation of all sectors of the criminal justice system to reduce the number of adjournments, increase the efficiency in scheduling court time and increase the efficiency in justice response to issues such as qualification of offenders for Legal Aid.

Although the Department has some influence on this measure, factors such as increasing charge rates, complexity and type of court cases, length of cases, number of adjournments and availability of judges and other justice personnel for special sittings directly affect this measure. As well, in the North, where the court party uses aircraft to reach many of the court points, weather is a factor.

Source: Saskatchewan Justice, Courts Services, 2006

Access to courts

- Number of accused served by courtworkers in Saskatchewan Aboriginal Courtworker program

In 2005-06, the Saskatchewan Aboriginal Courtworker program served a total of 14,247 clients, an increase of 2,054 over 2004-05. The number of contacts per client also continues to increase. Of the total number of clients, 11,891 were adults and 2,356 were youth. This is an increase in the number of youth. Of the total clients served, each client was contacted 2.1 times and an average of four services was provided. Of the clients served, 30 per cent were female and 70 per cent were male. Reporting is done on-line and real time reports are available at **http://skreports.courtworker.com**.

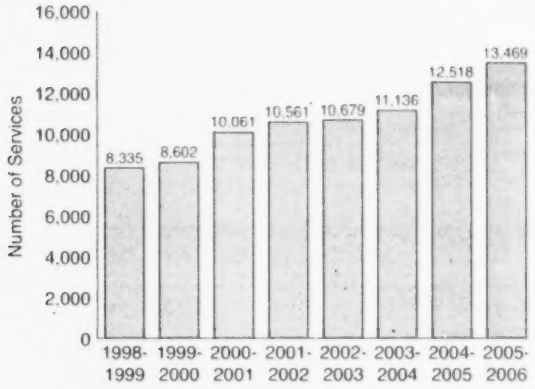
The Saskatchewan Aboriginal Courtworker program assists Aboriginal accused to better understand their rights, options and responsibilities when appearing in criminal justice courts. Courtworkers provide services, such as explaining court process, assisting families of accused and directing clients to counselling and treatment programs.

Source: Saskatchewan Justice, Saskatchewan Aboriginal Courtworker program, 2006

Access to legal advice

- Number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours

Number of services provided to accused who have been detained or arrested by police and exercise their rights to legal counsel through Legal Aid, 1998-99 to 2003-04



Source: Saskatchewan Legal Aid Commission, 2006

The Saskatchewan Legal Aid Commission delivered 13,469 duty counsel advice services in 2005-06, 951 more than in 2004-05 and 2,333 more than 2003-04. As shown in the graph above, the number of services delivered has increased consistently since 1998-99.

The Saskatchewan Legal Aid Commission has made arrangements with non-Legal Aid counsel to handle calls after regular office hours from accused who are detained or arrested (Duty Counsel Advice Service). When contacted by offenders, the non-Legal Aid counsel provides legal assistance.

Objective 3 – Respond to the needs of victims throughout the criminal justice process

The Department supports timely and appropriate response to the needs of victims of crime through:

- effectively managing the Victims Fund* to maximize funding for programs and services;
- providing basic crisis intervention services in the immediate aftermath of a crime, with a special emphasis on those more vulnerable to victimization (children, victims of violent crime, Aboriginal peoples, and persons with disabilities);
- providing financial compensation and support services to help victims through the criminal justice process;
- helping victims have a greater voice in the criminal justice process; and
- educating the public and justice professionals about the needs of victims and how to respond in a helpful and compassionate manner.

According to a recent evaluation of the Police-Affiliated Victims Services Program, the Department has come a long way in achieving this objective. Clients had little to suggest for improving the supports and services they received.

Key Results

- To improve its services and supports for victims of crime, the Department will implement its response to the evaluation of victim services funded through the Victims Fund. [2005-06 planned result]
  - The report provided positive feedback on the Police-Affiliated Victims Services Program. The Department continued to work to ensure that all victims have access to the information, support and referral processes within the police-based program.

* *The Victims of Crime Act* provides for the collection of a surcharge on provincial offences and creates a dedicated fund to support programs and services for victims. Revenue from the provincial and federal surcharge collection is referred to as the "Victims Fund" and is the sole source of income for the Victims Services Program, including compensation for victims of crime.

- To address family and intimate relationship violence, the Department will strengthen its relationship with Saskatchewan Towards Offering Partnership Solutions to Violence (STOPS to Violence) by supporting its community protocol template initiative. [2005-06 planned result]

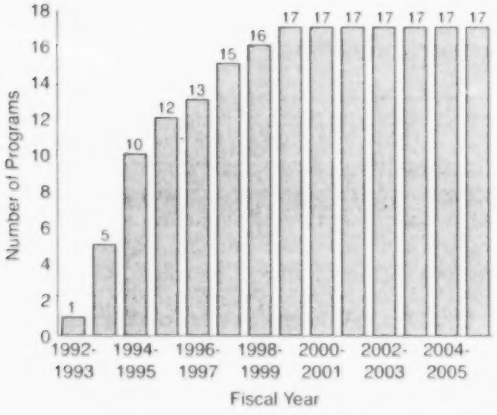
  - The Interdepartmental Committee on Interpersonal Violence and Abuse, co-chaired by Justice and Community Resources, continued to assist Saskatchewan Towards Offering Partnership Solutions to Violence in refining its community protocol template for implementation in 2006-07.

Measurement Results

Access to victims services programs

- Number of police-affiliated victims services programs
- Per cent of population with access to police-affiliated victims services programs

Expansion of police-affiliated victims services programs, 1992-2005



Source: Saskatchewan Justice, Victims Services, 2006

In 2005-06, 17 police-affiliated victims services programs were available to 80 per cent of the Saskatchewan population. The number of programs and per cent of population with access to the programs have remained constant for seven years due to financial constraints. These programs serve victims of crime directly and should be available to all Saskatchewan people. Communities, especially those with high Aboriginal populations, often request that victims services programs be established in their area.

Funding for these programs comes from the Victims Fund. Projections show that the fund will be depleted in the next few years without additional revenue. Expanding the number of police-affiliated victims services programs depends on increasing the financial resources available in the Victims Fund.

Effectiveness of victims services programs

- Per cent of respondents who were very or somewhat satisfied with police-affiliated victims services

In 2004-05, a pilot survey to collect standardized provincial data on client satisfaction produced a satisfaction rate of 100 per cent (most recent data available). Because this was a small pilot, this number should be used with caution.

Expansion of the pilot to the province was delayed because of a lack of personnel resources. The Department will implement the data collection process across the province in 2006-07.

An extensive provincial client telephone survey, concluded in 2003-04, showed client satisfaction of those responding to the survey at 85 per cent. These results indicate that police-affiliated victims services and Aboriginal Resource Officer Programs appear to be providing the services and supports that meet the needs of clients.

Source: Saskatchewan Justice, Victims Services, 2005

Objective 4 – Engage communities in crime prevention and responding to offending

The Department supports community-based justice and restorative justice strategies[4]. These programs support a response to crime and conflict developed by the community according to locally identified community needs. The Department is addressing community safety and crime prevention by focusing on the social factors that influence crime and by working with other government departments and community-based organizations to develop community-based approaches to crime prevention.

In 2005-06, significant progress has been made in advancing this objective. As a leader in the field of restorative justice, the Department had contracts with 120 communities to address issues of crime and victimization. Overall, the Department's community-based approach in areas of crime prevention, victimization and offending has proven very successful. The funded projects meet the criteria for continued funding and consistently demonstrate growth in community capacity to respond to crime prevention issues.

Key Results

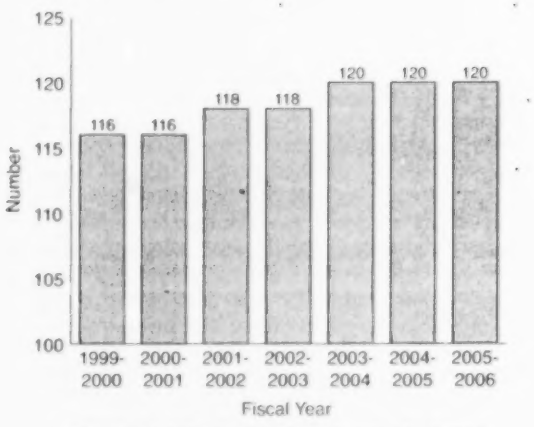
- To promote community capacity, the Department will provide training for volunteer community boards serving in program areas such as victims services, community justice and police management. [2005-06 planned result]
  - In 2005-06, training for volunteer boards continued according to the schedule developed in 2004-05. In total, 765 individuals received Department-sponsored training. This includes 314 people associated with family violence and victims services programs, 60 individuals for Community Police Board training, 240 participants for community justice training and 151 for Police Management Board training.
- To support community organizations in crime prevention activities and to promote integration of crime prevention initiatives, the Department will continue to participate in decision-making processes with the National Crime Prevention Centre and its programs. [2005-06 planned result]
  - In 2005-06, through the Crime Prevention Action Fund of the National Crime Prevention Strategy, communities across Saskatchewan received about $700,000 for community-based projects. The projects covered a wide range of issues, including substance abuse, family and community support and youth empowerment. Since its inception in 1998-99, this fund has provided over $7.3 million to support community projects.
  - Since 2000, the National Crime Prevention Centre has also provided over $2.0 million in funding to community projects through its Strategic Fund, Investment Fund and Business Action program.

Measurement Results

Community engagement

- Number of communities engaged in crime prevention activities with Saskatchewan Justice

Communities engaged in crime prevention activities with Saskatchewan Justice



Source: Saskatchewan Justice, Community Justice Division, 2006

[4] Restorative Justice involves traditional methods of resolving conflict that are used by many cultures, including Canadian Aboriginal peoples. A restorative approach involves victims, offenders, families and community members in responding to crime and conflict.

In 2005-06, the number of communities engaged in crime prevention activities with the Department was maintained at 120. These programs included community justice, victim services, crime prevention and family violence prevention programs.

Implementation of the community-based model the Department uses to promote community justice takes time. Community readiness is a critical factor because the community has a vital role in developing these programs to support a response to criminal behaviour and victimization that meets locally determined needs. The Department continues to have success with this model.

Goal 2 – Aboriginal Justice: The justice system responds to the needs, values and aspirations of Aboriginal peoples

Objective 1 – Increase the participation of Aboriginal people in the administration of justice

The Department recognizes the need to reform the justice system to better meet the needs of Aboriginal peoples. This includes involving Aboriginal peoples and communities in the administration of justice to ensure programs are culturally relevant and responsive and to build ownership of justice responses to crime and conflict.

With Aboriginal communities and leaders, we seek a justice system that accounts for cultural distinctiveness and actively involves Aboriginal peoples and communities in positive ways. The Department encourages the participation of Aboriginal peoples in the administration of justice through its community-based services delivery approach that suggests Aboriginal peoples are best able to provide services to Aboriginal peoples. In 2005-06, the Department worked in a variety of ways to increase the confidence of Aboriginal peoples in the justice system, including facilitating the response to the report from the Commission on First Nations and Métis Peoples and Justice Reform and continuing support for the Northern Cree Circuit Court.

More than 90 per cent of Saskatchewan's First Nations have contracts with the Department to deliver a variety of justice-related services. They, together with the Métis and other community-based organizations, deliver programs focusing on crime prevention, community development and public education, support services for victims and offenders and alternative measures. As well, an increase in the percentage of self-declaring Aboriginal employees demonstrates that the Department continues to move towards the achievement of this objective.

Key Results

- To increase Aboriginal involvement and respond to diversity needs in policing, over a three-year period, the Department will support hiring 49 new police positions for RCMP and municipal police services (18 in 2005-06), 43 of whom will be Aboriginal, and it will assist in the development of strategies to recruit Aboriginal people for police services. [2005-06 planned result]

  - Progress on this action item exceeded expectations. Although it was anticipated 18 police positions would be hired in 2005-06, the full complement of 49 positions was deployed. In addition, the development of a province-wide police recruitment strategy was initiated.

- To increase Aboriginal involvement and ownership over justice responses, the Department will involve more Aboriginal peoples and their community structures in program design and delivery such as police management boards and community justice committees. [2005-06 planned result]

  - A record number (151) of police management board members from 23 communities attended training in 2005-06. Police management boards exist within each Community Tripartite Agreement. Boards are made up of First Nations people and reflect the demographics of the community. They work closely with the police to identify policing priorities, develop strategies within the community to address crime and victimization and play a key role in the development and administration of pro-active strategies such as crime prevention and restorative justice.

- Training was also available for northern community police boards in northern off-reserve communities. These boards have similar responsibilities to on-reserve police management boards.
- As well, community justice committees were established in Saskatoon and Rosetown.

- To increase Aboriginal involvement in developing justice responses, the Department will support a range of consultations to promote dialogue on issues raised by the Commission on First Nations and Métis Peoples and Justice Reform and other related matters. [2005-06 planned result]

  - In the area of family law, the Department consulted with representatives from northern Aboriginal communities during the development of the Kids in the Middle initiative. The resulting CD-ROM and support material provide information on separation and divorce to meet the information needs of Aboriginal peoples. As well, the Department funded Saskatchewan Aboriginal Women's Circle, a provincial organization, to conduct focus groups to gather more information on the family law needs of Aboriginal people.
  - The Department also provided funding to the Federation of Saskatchewan Indian Nations (FSIN) and Métis Family and Community Justice Services (MFCJS) to conduct consultations on the report in Saskatchewan communities.

- To increase Aboriginal participation in the administration of justice, the Department will continue to support employment diversity policies and actively recruit Aboriginal employees. [2005-06 planned result]

  - The 2005-2006 Department Diversity Strategy continued to focus on recruitment and retention of equity groups. The Department continued to expand recruitment diversity marketing and communications by attending career fairs that provided access to over 3,000 students, working with the RCMP and municipal police in developing a recruitment strategy that included diversity, maintaining close ties with the University of Saskatchewan law school and Native Law Centre, and having practicum students in numerous areas. The Department continues to advertise employment opportunities in equity newspapers and through equity contact agencies. Diversity competencies are being used increasingly in the recruitment of supervisors and managers.

- To improve departmental understanding of Aboriginal culture, the Department will support programs to increase cultural awareness for Department and justice system employees. [2005-06 planned result]

  - The Department provided a series of Aboriginal Issues Workshops in Regina and Saskatoon. This two-day workshop was attended by approximately 90 employees. The Aboriginal Law Issues course was also attended by Department lawyers through the continuing legal education initiative.

Measurement Results

Employment diversity

- Per cent of Justice employees who self-identify as Aboriginal

In 2005-06, 9.5 per cent of Justice employees self-declared as Aboriginal through the staffing process or upon recruitment. In 2004-05, 7.7 per cent of Justice employees self-declared as Aboriginal, an increase from 4.5 per cent in 2002-03.

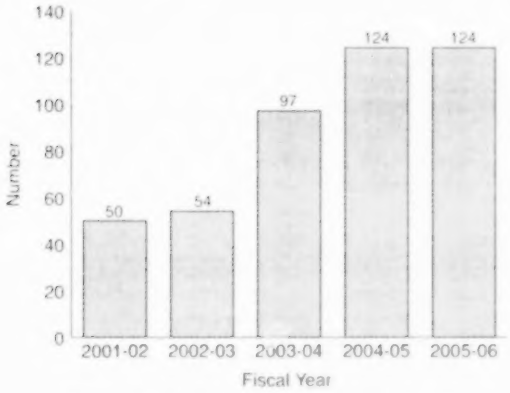
Although Justice continues to attempt to recruit Aboriginal candidates for its positions, it can be difficult to find Aboriginal people with appropriate knowledge and skills to fill the positions. Some areas of Justice are more successful than others at recruiting Aboriginal candidates. For example, the Community Justice Division has the highest per cent of self-identifying Aboriginal employees and holds contracts with over 90 Aboriginal organizations to deliver services (e.g., crime prevention, alternative measures, courtworker, victim services and family violence prevention). The majority of these programs employ Aboriginal service providers.

Source: Saskatchewan Justice, Human Resources Branch, 2006

Participation in community justice program delivery

- Number of people working in Justice-funded community justice programs delivered by Aboriginal organizations, 2001-02 to 2005-06

Number of people working in Justice-funded community justice programs delivered by Aboriginal organizations



Source: Saskatchewan Justice, Community Justice Division, 2006

In 2005-06, 125 people continued to be employed in Justice-funded community justice programs delivered by Aboriginal organizations. This was an increase of 27 over 2003-04 and an increase of 74 since 2001-02.

Justice uses a community-based approach towards its programming in the Aboriginal community, including community justice programs, the Saskatchewan Aboriginal Courtworker program, First Nations Policing, Aboriginal Resource Officers Program, Aboriginal Family Violence Program and Urban Aboriginal Crime Prevention Programs. The people working in these programs are not employees of the Department, but work in Justice-funded programs. The Department places great emphasis on the need for Aboriginal organizations to employ Aboriginal people to deliver services. Aboriginal peoples tell us that they have more confidence in programs delivered by Aboriginal service deliverers and organizations because those programs allow for cultural distinctiveness and provide positive role models.

Objective 2 – Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime

The Department, together with Aboriginal communities and leaders, seeks a justice system that values cultural distinctiveness and actively involves Aboriginal peoples and communities in positive ways. The Department recognizes the need to reform the justice system to better meet the needs of Aboriginal peoples.

In partnership with First Nations bands and tribal councils and Métis organizations, the Department delivers community justice initiatives such as crime prevention, support services for victims and offenders, alternative measures, community development and public education. In 2005-06, almost all First Nations delivered some or all of these services to their communities.

Key Results

- To promote Aboriginal confidence in the criminal justice system, the Department will implement a response to the Final Report of the Commission on First Nations and Métis Peoples and Justice Reform and to the Stonechild Inquiry report. [2005-06 planned result]

  - Justice and Corrections and Public Safety co-chaired an interdepartmental process to track progress in the implementation of the government response to the Final Report of the Commission on First Nations and Métis Peoples and Justice Reform and to the Stonechild Inquiry report. In the first year of a three-year Action Plan, the development of initiatives, such as Project Hope, Home First, domestic violence courts and a First Nations and Métis Economic Development Program, demonstrates the strong progress made across all human service departments. Overall, Government budgeted over $48.0 million for departmental responses to the report. Justice's share of approximately $2.5 million supported the following objectives:

Dealing with the underlying causes of crime

- Expansion of northern and Aboriginal crime prevention activities with the development of targeted crime reduction strategies in Meadow Lake and La Ronge
- Expansion of victim services in the North through the establishment of a victim/witness co-ordinator position in La Ronge and initial development work in Stony Rapids and Black Lake
- Support for the Battlefords Domestic Violence Treatment Option Court through funding support for a new Children Who Witness Domestic Violence Program and a half-time domestic violence victims worker

Increasing the involvement of Aboriginal citizens and organizations in justice processes

- Improving policing in Aboriginal communities and adding 49 new police positions, many filled with Aboriginal recruits
- Improving court services by increasing fees and travel allowances for juries, establishing Provincial Court points on reserve in Big Island Cree Nation, improving Cree and Dene translation services in the North

Using alternatives to court and incarceration

- Expanding the use of alternative measures and extrajudicial sanctions, including research into the use of restorative justice approaches in more serious cases
- Establishing the Saskatoon Domestic Violence Court with the first sitting in September 2005
- Developing the Regina Drug Treatment Court with the first sitting anticipated in fall 2006

Improving justice system responses

- Establishing a new Public Complaints Commission to oversee investigation of public complaints pertaining to municipal police services
- Implementing the first year of a three-year plan to update the Coroner's Program
- Supporting the development of a gang prevention, intervention and suppression strategy
- Implementing the first year of an initiative to solve cases of missing persons and enhance police and community responses

- To promote Aboriginal confidence in the criminal justice system, the Department will reform the police public complaints process by enhancing independent investigation positions and establishing an independent Police Complaints Commission, increasing Aboriginal staff related to police public complaint investigations and amending *The Police Act, 1990*. [2005-06 planned result]

  - The Final Report of the Commission on First Nations and Métis Peoples and Justice Reform, released on June 21, 2004, raised the issue of departmental response to police complaints. By working with the partners throughout 2005-06, the new independent Public Complaints Commission was proclaimed on April 1, 2006, with five new commission members. In addition, in summer 2005, two Aboriginal investigators joined the Commission to support investigative services.

- To improve police response to northern community needs, the Department will support a review of the northern policing framework agreement. [2005-06 planned result]

  - In May 2005, meetings were held with all partners to review the agreement and offer revisions. A follow-up meeting is scheduled for spring 2006.

- To improve relationships between the Aboriginal community and the courts, the Department will strengthen linkages between community and the court system that will meet Aboriginal language and cultural needs, including:

  - increased court locations on reserve;
  - changes to arrangements for selecting juries;
  - increased translation services; and
  - exploring expansion of the Cree Court concept and the use of Aboriginal Justices of the Peace in northern Saskatchewan. [2005-06 planned result]

- In 2005-06, the Department made several changes to improve its court processes. These included:

  - increasing the number of on-reserve court locations by adding Provincial Court sittings at Big Island Cree Nation and Pelican Lake First Nation.
  - increasing the travel allowance and fees paid to jury members.
  - actively recruiting a Dene translator for the northwest side of the province. It is expected that an individual will be hired early in 2006-07.
  - hiring an Aboriginal Justice of the Peace in Pelican Lake First Nation. This position will continue in 2006-07. In 2005-06, discussions were initiated to establish similar positions in Mistawasis and Dillon.

- To improve Aboriginal involvement in promoting safe communities, the Department will increase the number of First Nations tripartite policing agreements and the overall number of police covered by these agreements. [2005-06 planned result]

  - Two new Community Tripartite Agreements were signed in 2005-06 – Big River First Nation and Big Island Lake Cree Nation. Four others were in negotiation. In total, there are currently 34 Community Tripartite Agreements, involving 123.5 RCMP members, serving 78 per cent of on-reserve population.
  - A national evaluation of the First Nations Policing Policy is presently underway, co-ordinated through Public Safety and Emergency Preparedness Canada.

- To assess the impact of the Aboriginal Justice Strategy, the Department will review and revise the Aboriginal Justice evaluation framework, with specific attention to expanding evaluation of the effectiveness of community justice programming. [2005-06 planned result]

  - The Department completed the evaluation of the Prince Albert Urban Alternative Measures Program and provided assistance to the evaluators of the Valley West Community Justice Program (report pending). As well, it worked with RESOLVE SK to evaluate the Justice-funded Aboriginal Family Violence Strategy (report pending) and established monitoring information systems for the Integrated Targeted Crime Reduction Initiative and for domestic violence courts.

- To support continued development of crime prevention capacity in northern communities, the Department will provide funding to northern community groups and partnerships to develop crime prevention initiatives. [2005-06 planned result]

  - Several departments, with Justice and Corrections and Public Safety as co-chairs of the government advisory committee, provided funding to New North to support work on a Northern Youth Strategic Action Plan. During 2005-06, consultations were held with 11 communities in the North. Additional consultations will take place in early 2006-07. The report is expected by summer 2006.

Measurement Results

Partnerships with Aboriginal communities

- Per cent of on-reserve First Nations people served by Community Tripartite Agreements (CTAs)

Seventy-eight per cent of on-reserve First Nations peoples are served by Community Tripartite Agreements. This was an increase from 75 per cent of the population in 2004-05. Negotiating these Agreements takes time.

Community Tripartite Agreements involve First Nations people in decisions about policing activity in their communities. Justice works with the federal government, First Nations governments and First Nations people to partner with and build capacity in First Nations communities. Success in this performance measure requires that Saskatchewan Justice, Public Safety and Emergency Preparedness Canada, FSIN and First Nations work together.

Source: Saskatchewan Justice, Law Enforcement Services, 2006

Objective 3 – Address the over-representation of Aboriginal people as offenders and victims through a balanced approach that respects the needs of victims, offenders and communities[1]

Aboriginal peoples experience dramatically higher levels of offending, victimization and incarceration than non-Aboriginal peoples. They represent 13.5 per cent of the provincial population and 9.5 per cent of the adult population 18 years of age and older, yet account for about 40 per cent of those accused of crime and a similar proportion of those victimized by crime. This over-representation is due to many factors, including lower educational achievement, unemployment, poverty and high rates of substance abuse, family violence and family and community dysfunction.

While the justice system and Aboriginal peoples are working together to improve the justice system response to the needs, values and aspirations of Aboriginal peoples, all sectors of society must work to achieve healthier communities and reduce crime and victimization in Aboriginal communities.

Key Results

- To promote community engagement in reducing Aboriginal offending and victimization, the Department will expand the work of community justice committees and programs. [2005-06 planned result]

  - The Department worked with existing community justice programs to enhance their programs. As well, in Regina, development work was initiated for a pilot project to deal with more serious cases through an established alternative measures program.

- To demonstrate a therapeutic/integrated community-based response to incidences of family/interpersonal violence, as recommended by the Commission on First Nations and Métis Peoples and Justice Reform, the Department will work with specific communities and other partner departments and agencies to support:

  - prevention;
  - community capacity building;
  - community counselling;
  - therapeutic courts; and
  - community safety planning. [2005-06 planned result]

  - The Battlefords Domestic Violence Treatment Option Court, established in April 2003, was enhanced through the provision of additional funding to the Battlefords Victim Services Program to support victims involved in the Court, additional funding to Kanaweyimik to provide alternatives to violence programming for offenders in the Court and support to Battlefords Catholic Family Services to establish a Children Who Witness Domestic Violence Program.
  - The Saskatoon Domestic Violence Court began sitting in September 2005. The Department supported this Court through reallocation of personnel to ensure timely justice services and through the provision of funding to Family Service Saskatoon for a domestic violence caseworker to provide services to victims in the Court.
  - Both courts are progressing toward the establishment of monitoring information systems and evaluation plans.

- To increase supports for Aboriginal victims of crime, the Department will expand the Victim/Witness Programs to the North. [2005-06 planned result]

  - A new Victim/Witness Program opened in La Ronge in November 2005. It provides assistance to children and other vulnerable witnesses who are required to testify in court.

[1] Many of the key actions listed in **Goal 1 – Safe Communities**, as well as the ongoing activities of the Department (e.g., Aboriginal Courtworker program and Aboriginal Resource Officer Program), also apply to this objective. Targeted approaches to deal with offending and victimization serve the Aboriginal population to a great extent because of their over-representation in these populations.

- To reduce re-offending and the use of drugs or other substances by offenders, the Department will work with Corrections and Public Safety, Health and other partners to develop a model for a therapeutic court. [2005-06 planned result]

  - The federal Department of Justice provided funding to support a drug treatment court in Regina. A co-ordinator was hired and a governance structure was implemented. Budget, program, and operational planning commenced and a program location was identified. It is expected the Regina Drug Treatment Court will be operational in fall 2006 with a staff of 10 who will provide treatment services for 30 individuals who choose to participate in the year-long, court-monitored drug treatment program.

- To support analysis of the scope and causes of Aboriginal offending and victimization, the Department will work provincially and nationally to ensure that accurate and appropriate data collection processes are in place. [2005-06 planned result]

  - The Department continued to work with national and local agencies and groups to build support for the collection of police-reported Aboriginal crime data. However, implementation of a Saskatchewan pilot study was delayed by the federal election. Work with national partners on funding, methodological issues and project timelines remains outstanding.

- To address family and intimate relationship violence, the Department will develop a response to the evaluation of the Aboriginal Family Violence Initiative conducted in 2004-05. [2005-06 planned result]

  - Although data collection has been completed and a draft report received, the production of the final report has been delayed until summer 2006.

Measurement Results

The Department is working to identify a performance measure for this objective. As demonstrated by the second last key result item listed above, the Department is working with others to ensure accurate data collection processes and structures are in place.

Goal 3 – Civil and Family Justice: Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

Objective 1 – Improve access to effective dispute resolution processes

The Department supports a variety of dispute resolution mechanisms that resolve civil and family matters in constructive and appropriate ways. A key element of conflict resolution is the meaningful engagement of interested parties. This means making dispute resolution mechanisms available that are not alienating or confusing and ensuring that the values and interests of both parties are fully understood and fairly considered.

The Department has made significant progress in this area in 2005-06, specifically through changes made following its review of the Small Claims Court System and the expansion of its mandatory civil mediation program.

Key Results

- To improve access for litigants, the Department will implement in 2005-06 its response to the review of Small Claims Court completed in 2004-05. [2005-06 planned result]

  - The Department implemented the recommendations of the Small Claims Court System review. These included an increase in monetary limit from $5,000 to $10,000 (effective January 1, 2006) and a requirement that parties involved in the dispute attend a case management session prior to proceeding to trial. These changes are being monitored to determine if there is a change in the number of claims being filed and whether there is a significant increase in workload.

- To improve access to effective dispute resolution processes, the Department will expand the mandatory civil mediation program to additional judicial centres.

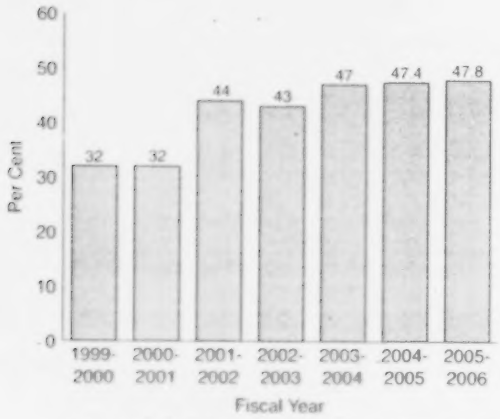
  - The mandatory civil mediation program was expanded to the Battlefords Judicial Centre in February 2006.

Measurement Results

Effectiveness of civil dispute resolution processes

- Per cent of civil cases resolved following mandatory civil mediation

Civil cases resolved following mandatory mediation



Source: Saskatchewan Justice, Dispute Resolution Office, 2006

At 47.8 per cent, the 2005-06 results for this measure were 0.4 per cent higher than last year's results. This is an increase of almost 16 per cent over the 32 per cent baseline established in 1999-00.

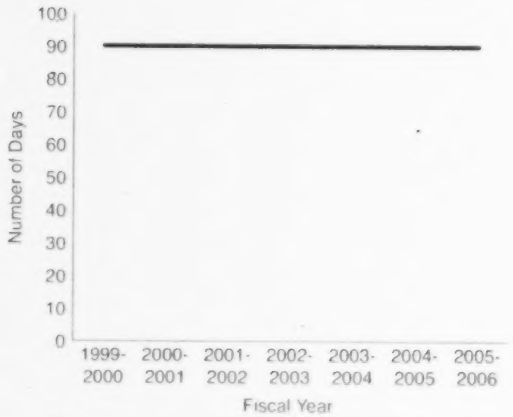
Resolving civil matters through mandatory civil mediation is a more expeditious way of dealing with civil cases. It reserves the court for more contentious matters. However, the measure depends on variables outside of the Department's control, such as the length of time the dispute has existed, effectiveness of lawyers representing the parties, mediator skills and willingness of the parties to participate.

Maintaining the level of civil cases resolved following mandatory civil mediation may be attributed, in part, to continuing pro-active work on the part of the mediators. As well, data collection processes have been applied with increased rigour, resulting in the production of reliable, valid data.

Access to civil dispute resolution processes

- Average length of time from pretrial to next available trial date for civil proceedings in Queen's Bench Court

Average length of time from pretrial to next available trial date for civil proceedings in Court of Queen's Bench



Source: Saskatchewan Justice, Courts Services, 2006

The 90-day average time period between pretrial and the next available trial date for civil proceedings in Court of Queen's Bench continues to be maintained in 2005-06. This time period is considered appropriate by all stakeholders. Occasionally, a court date may be available sooner than 90 days; however, the parties may choose to use the 90-day time period to reflect on the issues and, on occasion, work towards a resolution of the problem prior to trial.

Timeliness of the court process is critical in improving access to courts for the public and improving the effectiveness of the court in serving the public.

Objective 2 – Support the resilience of children and families involved in family disputes

The Department has a keen interest in assisting children and families dealing with the difficulties of family breakdown and separation. It provides family justice services that include: assistance in the enforcement of maintenance payments; provision of legal aid to low-income persons in family law matters; parent education programs for separating or divorcing parents; programs for victims of family violence; custody and access assessments; and supervised access and exchange. These supports help people involved in family disputes deal with difficulties in the healthiest way possible.

The Department continues to progress towards the achievement of this objective. It continues to have one of the highest collection rates for enforcement orders and agreements registered with its Maintenance Enforcement Office. It also continues to work with the federal government to improve family justice services.

Key Results

- To support the resilience of children and families, the Department will implement a pilot project to help parents enrolled in the Supervised Access or Exchange Program offered by Family Justice Services move to unsupervised access and exchange. [2005-06 planned result]

  - The pilot project was implemented in Saskatoon and Regina. A review of the project's effectiveness showed that it was not meeting its objective to resolve the participating parents' custody and access disputes to enable the change from supervised to unsupervised access and exchange. Through the project, social workers gained valuable experience in dealing with clients. The project ended March 31, 2006.

- To improve the effectiveness of support services, the Department will continue to respond to the recommendations contained in the evaluation of the Parent Education Program. [2005-06 planned result]

  - The evaluation recommended the continued expansion of Parenting After Separation/Divorce sessions to other regions in the province and consultation with Aboriginal service providers about the special needs of Aboriginal clients referred to the sessions.
  - The Department offered sessions in La Ronge in 2005-06 and developed a CD-ROM of the parent education curriculum for use in rural and northern communities. The CD, "Kids in the Middle: Parenting After Separation for Aboriginal Communities," based on a program developed in British Columbia, was developed with input from Aboriginal community members and service providers. Service providers were provided with training in using the CD which can be adapted to suit the needs of a particular community.
  - As well, monthly high conflict parent education sessions were implemented in 2005-06 in Regina and Saskatoon following the successful pilot in 2004-05.

- To test the effectiveness of innovative approaches to reduce family disputes, the Department will evaluate its Support Variation Pilot Project and Information and Resource Centre. [2005-06 planned result]

  - The evaluation of the Support Variation Project, completed in June 2006, found that most clients were satisfied with the services offered and would like the program to continue. To improve the program, the evaluation identified the need for tools to reduce conflict between the parties and to enable clients to have easy access to court to make their own changes to child support in the future.
  - The Department continues to work on a new user-friendly Variation Kit for clients. The self-help kit can be accessed on-line.

- To support the implementation of the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform, the Department will continue to consult with the Aboriginal community concerning their needs and expectations in the area of family law and family justice services and will increase access to parent education materials for northern and Aboriginal people. [2005-06 planned result]

- The development of the CD-ROM, "Kids in the Middle: Parenting After Separation for Aboriginal Communities," involved consultations with Aboriginal community members and service organizations.
- In 2005-06, the Saskatchewan Aboriginal Women's Circle Corporation was funded to conduct consultations on the needs of Saskatchewan First Nations and Métis women during separation and/or divorce.

- To support the resilience of children and families, the Department will continue to work provincially and nationally to improve family law/justice services to support children and families. [2005-06 planned result]

  - The Department expanded community-based delivery of its education program for children experiencing separation/divorce. Training was provided to service providers in La Ronge and Yorkton in how to facilitate children's education sessions. As well, community-based organizations in North Battleford and Moose Jaw were contracted to deliver sessions.
  - The Department continues to participate in federal/provincial/territorial family law committees. Work continued on updating the Child Support Guidelines, including changes to the Amount of Support Table that will come into effect May 2006. These committees are also reviewing options for effectively facilitating access and reducing conflict that affects children.

- To support families in the resolution of disputes, the Department will continue to work with the legal community and community-based organizations to identify gaps in services, improve referrals among agencies and to promote mediation and other collaborative problem-solving processes. [2005-06 planned result]

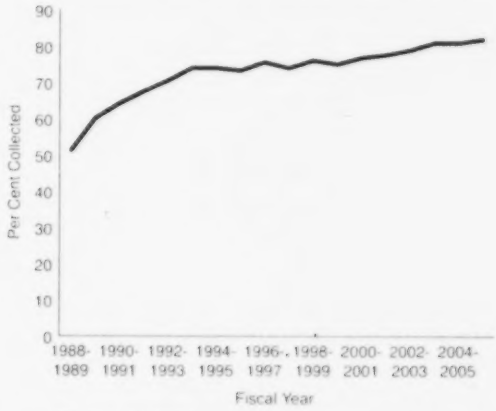
  - The Dispute Resolution Office participated in the Canadian Bar Association Family Law section meetings throughout the year and worked with an intersectoral group of agencies in Regina focusing on support services to families. The Office provided training opportunities to community agencies to assist in building dispute resolution capacity in the community.
  - The Dispute Resolution Office also met with the Family Law Division of the Queen's Bench Court in December 2005 to discuss family mediation services and build stronger links with the Judiciary.

Measurement Results

Effectiveness of programs supporting resiliency of children and families

- Per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office (MEO)

Collection rates of maintenance enforcement orders and agreements referred to the MEO



Source: Saskatchewan Justice, Maintenance Enforcement Office, 2006

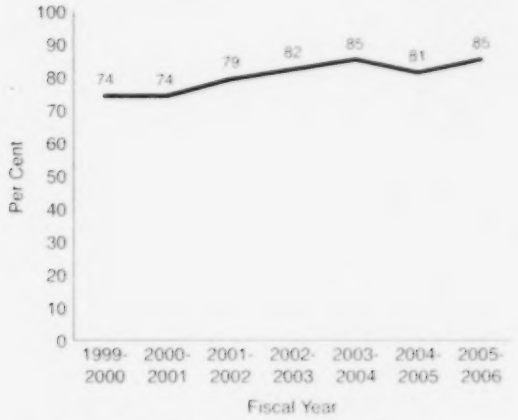
The Saskatchewan Justice-Maintenance Enforcement Office collected 82 per cent of the maintenance and enforcement orders and agreements referred to the Office in 2005-06. This is an increase of one per cent in 2004-05 and continues to be one of the highest collection rates in Canada. Since 1999-00, the collection rate has increased by six per cent. This amounted to $32 million for custodial parents in 2005-06, an increase of $1.4 million from 2004-05.

The Office collects money for almost 10,000 custodial parents. The receipt of maintenance income translates into support for the health and well-being of families affected by divorce and separation.

Effectiveness of programs supporting resiliency of children and families

- Per cent of cases resolved following custody and access assessment

Cases resolved following custody and access assessment



Source: Saskatchewan Justice, Maintenance Enforcement Office, 2006

The percentage of cases resolved following custody and access assessments increased slightly from 81 per cent in 2004-05 to 85 per cent in 2005-06. This could be due to changes to factors outside of the control of the Department, such as case difficulty or the time it takes to resolve cases.

Justice promotes resilient children and families through custody and access assessments that are conducted prior to the issue going to court. The resolution of custody and access issues without having to go back to court reduces costs for the parties involved and the court system and promotes the health and well-being of children and their families.

Objective 3 – Protect children and adults who need assistance to manage their affairs

The Office of the Public Guardian and Trustee protects the financial affairs of persons in vulnerable circumstances. This includes protecting the interests of children less than 18 years of age, administering the estates of persons who are incapable of managing their own affairs, and administering the estates of some deceased persons. When the Office of the Public Guardian and Trustee becomes involved in the administration of the financial affairs of a person or an estate, it conducts an investigation, determines assets, collects assets, pays debts, pays monthly support, pays other expenses and distributes assets.

In 2005-06, the Office of the Public Guardian and Trustee continued to work to protect people needing assistance to manage their affairs. It was able to develop an implementation plan for the two sections of the *The Public Trustee Amendment Act, 2001* not initially implemented when the Act was proclaimed in May 2002, one dealing with investigation of financial abuse and the other with personal guardianship.

Key Results

- To protect the rights of people in vulnerable circumstances, the Department will implement the sections of *The Public Trustee Amendment Act* relating to financial abuse. [2005-06 planned result]

  - The Public Guardian and Trustee implemented the sections of the *Public Guardian and Trustee Act* that deal with financial abuse. Since February 15, 2005, when these sections of the Act came into effect, 17 investigations of serious allegations of financial abuse have been investigated and responded to.

Measurement Results

Quality of return rate on investments

- Per cent difference between the four-year average rate of return on client assets invested by the Office of Public Guardian and Trustee and the benchmark identified in the Investment Policy*

The actual four-year average rate of return was 0.5 per cent over the benchmark set by the Office of Public Guardian and Trustee in 2005-06. In 2004-05, it was 0.4 per cent over the benchmark set in 2004-05. As this performance measure was changed in 2004-05 to measure the four-year average rather than the annual rate of return, trend data are not available. However, the small variance between expected and actual results demonstrates the reliability of the process used to set the benchmark.

One of the primary functions of the Office of Public Guardian and Trustee is to invest the assets it holds in trust for its clients. The main objective is to meet or outperform a benchmark portfolio constructed from rates of return on a variety of indexes†. Although the Office of the Public Guardian and Trustee has a comprehensive investment policy that it uses to select and guide the investment firm, market fluctuations have a significant impact on this performance measure.

Goal 4 – Marketplace Relations: A fair, efficient and effective marketplace

Objective 1 – Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation

The marketplace is dynamic. Technological innovation is changing the nature of economic activity. Consumers are buying goods and services in forms and in ways not contemplated a decade ago, and businesses are evolving.

In addition, succeeding in global markets increasingly requires governments to take into account what is happening in other jurisdictions and the impact of regulation on the ability of local firms and workers to compete. To remain effective, regulators must be able to adapt, and regulations and regulatory structures and processes must be reviewed on an ongoing basis to ensure they promote economic and social well-being. Care must be taken to ensure that regulatory structures and processes do not impose unnecessary costs on business or government.

The key results and performance measures demonstrate that the Department continues to take steps to safeguard consumer and public interests and to support economic well-being. While significant progress has been made in advancing this objective, new marketplace issues will continue to emerge and require departmental attention.

Key Results

- To support an improved environment for business and consumers, the Department will participate in a national commercial law reform initiative.
  - The Department continues to participate in the national commercial law reform initiative.
- To promote harmonization in marketplace regulation, with the Saskatchewan Financial Services Commission (SFSC), the Department will support national initiatives to develop uniform security and pension laws.
  - The Council of Ministers Responsible for Securities Regulation has directed officials to implement a significant reform of securities regulation with the objectives of more harmonized and streamlined securities law, enhanced investor protection and improved efficiency of capital markets. The Saskatchewan Financial Services Commission and Department officials have

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* The goal is to meet or exceed the benchmark established in the investment policy. The benchmark is derived from a series of market indicators for investment returns. It is usually a positive number. This performance measure strives to meet the benchmark, which is in effect a very positive result.

† This includes the Toronto Stock Exchange 300 (capped 10 per cent), Index (as measured by CPMS), the Standard & Poor's 500 Index (in Canadian dollars), the Morgan Stanley Capital International Europe, Australia, Far East (EAFE) Index (in Canadian dollars), the Scotia Capital Universe Bond Index and 91-day Canada Treasury Bills.

worked with their colleagues on numerous projects that have already offered tangible improvements to the Canadian securities system.
- Pension regulators have consulted on the principles for a model pension law. The principles on which general national consensus exist will be presented to governments for consideration. Work continues on developing a process to address more contentious policy issues related to the funding adequacy and sustainability of defined benefit pension plans.

- To support the Council of Ministers on Securities Regulation, the Department will implement a passport system of securities regulation that enables issuers and registrants to gain access to markets by dealing with one primary regulator.

  - During 2005-06, Government, through the Saskatchewan Financial Services Commission, executed a Multilateral Instrument that provided market participants access to the capital markets in multiple jurisdictions by dealing with the regulator and the law of its principal jurisdiction. This first phase came into effect on September 19, 2005. In fall 2005, the province introduced legislation to support the next phase of the passport system.
  - Saskatchewan continues to participate in the Passport Implementation Taskforce consisting of policy and regulatory staff from across Canada and in various Canadian Securities Administrators committees to further harmonize and simplify the passport model.

- To enhance the transparency and accountability of corporations with respect to their shareholders, members and potential investors, new corporate governance provisions in *The Business Corporations Act* and *The Non-profit Corporations Act* will be proposed.

  - Amendments to the corporate governance provisions in *The Business Corporations Act* and *The Non-profit Corporations Act* were passed in 2005 and will come into force in 2006.

- To ensure continued relevance to the circumstances of consumers, industry and government, the Department will continue its review of consumer protection legislation and delivery strategies.

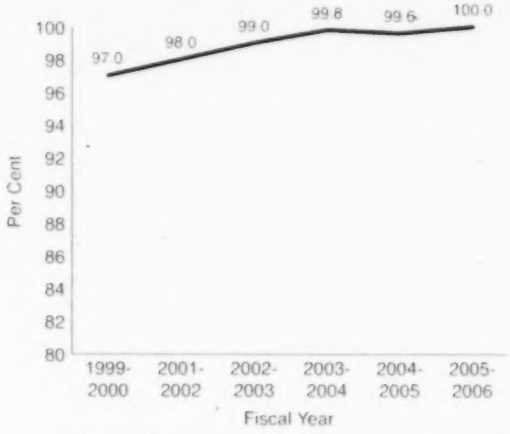
  - The Department is continuing its review of consumer protection legislation and delivery strategies. As part of this review process, amendments were introduced in fall 2005 to update Saskatchewan's consumer protection legislation. The amendments include new rules for the following types of consumer contracts: future performance contracts, personal development services contracts, travel club contracts and remote contracts.

Measurement Results

Efficiency of response

- Per cent of telephone inquiries from consumers responded to within one business day

Telephone inquiries from consumers responded to within one business day



Source: Saskatchewan Justice, Consumer Protection Branch database, 2006

The Consumer Protection Branch continues to respond in a timely manner to the questions and concerns of consumers received by telephone. The Branch responded to all telephone inquiries from consumers within one business day. In 2005-06, the Branch responded to 9,408 consumer phone inquiries.

The Department uses this result as a monitoring tool to ensure that it is meeting the needs and expectations of consumers.

Efficiency of response

- Per cent of incorporations, registrations and fundamental changes of all types processed within five business days

The Corporations Branch responded to 33 per cent of incorporations, registrations and fundamental changes of all types within five business days. This performance measure was changed from previous years when response rate was measured within 10 business days. No trend data are available, although in 2004-05, 91 per cent of the requests were responded to within 10 days.

This performance measure demonstrates the impact of on-line registration implementation and the value of ongoing process review.

The Department uses this measure to assist in assessing the extent to which it is meeting its client needs and expectations.

Source: Saskatchewan Justice, Corporations Branch database, 2006

Efficiency of response

- Per cent of incorporations, business registrations and fundamental changes of all types processed electronically

The Corporations Branch processed 42 per cent of the incorporations, business registrations and fundamental changes of all types electronically. This is a new performance measure, so no trend data are available. This is an increase of eight per cent over the baseline value established in 2004-05.

The Department uses this measure to assist in assessing the extent to which it is meeting its client needs and expectations.

Source: Saskatchewan Justice, Corporations Branch database, 2006

Goal 5 – Legal Services: Programs and policies of Government are supported by appropriate legal services

Objective 1 – Provide quality legal services to government that are consistent, coherent, and cost-effective

The Department is committed in all of its operations to the rule of law*. It carries out the traditional role of the Attorney General in maintaining the rule of law and seeing that the administration of public affairs is in accordance with the law.

One important aspect of this role is the provision of legal and policy advice and services to Government. The Department's Dispute Resolution Office also provides government departments and agencies with advice on dispute resolution processes and assistance in resolving public sector disputes.

A relatively small proportion of the staff and resources of the Department are devoted to providing these legal, policy and dispute resolution services. However, the proper discharge of these functions is critical to the effective functioning of the justice system and to ensuring that public affairs are conducted according to the law.

The Department of Justice continues to provide quality legal and policy advice to government and effective assistance in resolving conflict through legal and other dispute resolution means. Performance measures for this objective have been identified in the Justice 2006-2007 Performance Plan and will be reported in the 2006-2007 Annual Report.

* The rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.

Key Results

- To ensure we are meeting our clients' needs, the Department will establish and monitor standards for timeliness in responding to client requests for legal services. [2005-06 planned result]

  - A standard of timeliness was established for the 2005-06 fiscal year as follows: Each request for legal services will be dealt with within 10 business days of its receipt, unless the lawyer and client agree to a shorter or longer period of time. In that case, the request will be dealt with within the agreed-to period.

- To ensure lawyers continue to develop and improve their skills in delivering quality legal services, the Department will establish and monitor standards for continuing legal education. [2005-06 planned result]

  - A standard for continuing legal education was established as follows: an average of 20 hours of continuing legal education per lawyer per year.

- To assist clients in identifying, avoiding and resolving legal problems, the Department will develop a plan to enhance the delivery of client education opportunities. [2005-06 planned result]

  - The first legal education newsletter for clients was published in November 2005.

- To support government's enhanced commitment to the protection of privacy, the Department will establish an office to assist executive government departments protect personal information while assisting them to understand and address their obligations to provide access to information. [2005-06 planned result]

  - The Access and Privacy Branch was established midway through 2005-06. Initial activities included establishing the basic management structure and identifying staff. Core activities included: providing support and advice to privacy and access officers throughout government; beginning development of an education and awareness strategy including development of an on-line access and privacy course for government employees; and, beginning development of an access and privacy toolkit including guidelines, checklists and implementation guides to improve management of access to records and protection of privacy in government.

- To assist executive government in managing projects with complex legal problems, the Department will work with Executive Council to develop protocols to support project management. [2005-06 planned result]

  - Implementation of this action item was postponed pending further examination of the need for the protocols.

Measurement Results

Performance measures were developed for this objective in 2005-06. The first reporting period will be 2006-07.

2005-06 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by subvote and sub-program. Explanations are provided for all variances > $100,000.

Subvote Name	Sub-Program Name	(thousands of dollars) 2005-06 Estimate	2005-06 Actual	Variance	Notes
Central Management and Services	Executive Management	$ 693	$ 777	$ 84	
	Central Services	5,119	5,345	226	1
	Accommodation Services	13,533	13,499	(34)	
Total Central Management and Services		**$ 19,345**	**$ 19,621**	**$ 276**	
Courts and Civil Justice	Courts	$ 21,601	$ 22,452	$ 851	2
	Dispute Resolution	1,296	1,282	(14)	
	Family Justice Services	3,100	3,047	(53)	
	Public Guardian and Trustee	1,997	2,072	75	
	Salaries Provincial Court Judges	8,746	8,695	(51)	
Total Courts and Civil Justice		**$ 36,740**	**$ 37,548**	**$ 808**	
Legal and Policy Services	Civil Law	$ 2,857	$ 2,745	$ (112)	3
	Communications	314	301	(13)	
	Policy Planning and Evaluation	987	932	(55)	
	Public Law	2,727	2,667	(60)	
	Public Prosecutions	12,060	13,027	967	4
	Access and Privacy	300	124	(176)	5
	Queen's Printer – Net Financing Requirement	19	(46)	(65)	
	Queen's Printer – Subsidy	159	125	(34)	
Total Legal and Policy Services		**$ 19,423**	**$ 19,875**	**$ 452**	
Community Services	Community Services	$ 4,499	$ 4,547	$ 48	
	Coroners	1,727	1,626	(101)	6
	Police Programs	4,435	4,460	25	
	Law Enforcement	1,054	1,385	331	7
	Police Commission	805	813	8	
	Police Complaints Investigator	594	443	(151)	8
	RCMP	96,307	96,793	486	9
Total Community Services		**$ 109,421**	**$ 110,067**	**$ 646**	
Marketplace Regulation	Consumer Protection	$ 750	$ 789	$ 39	
	Corporations	1,697	1,709	12	
	Saskatchewan Financial Services Commission	2,301	2,206	(95)	
	Land Titles Assurance Claims	25	66	41	
Total Marketplace Regulation		**$ 4,773**	**$ 4,770**	**$ (3)**	
Boards and Commissions	Farm Land Security Board	$ 847	$ 818	$ (29)	
	Inquiries	2,150	4,848	2,698	10
	Legal Aid Commission	15,996	16,146	150	11
	Automobile Injury Appeal Commission	670	665	(5)	
	Rentalsman/Provincial Mediation Board	1,071	1,147	76	
	Saskatchewan Human Rights Commission	1,494	1,601	107	12
	Surface Rights Arbitration Board	147	145	(2)	
Total Boards and Commissions		**$ 22,375**	**$ 25,370**	**$ 2,995**	
Initial Appropriation		**$ 212,077**	**$ 217,251**	**$ 5,174**	
Supplementary Estimates (approved in fall 2005)		4,111		(4,111)	13
Special Warrant Funding		1,400		(1,400)	14
Statutory Funding for Land Titles Assurance Claims		41		(41)	
Total Justice Appropriation (Expenditures)		**$ 217,629**	**$ 217,251**	**$ (378)**	
Capital Asset Acquisitions		(625)	(276)	349	15
Capital Asset Amortization		480	439	(41)	
Total Justice Expense		**$ 217,484**	**$ 217,414**	**$ (70)**	

Explanation of Major Variances

1 Salary and operational expenditures related to workload pressures.

2 Increased costs for Court-appointed counsel, salary adjustments and the Provincial Court Commission.

3 Operational savings.

4 Increased costs for Gang Suppression initiative, OH&S Prosecutor, and salary adjustments.

5 Vacancy and operational savings.

6 Operational savings.

7 Additional costs for Project Hope and Missing Persons initiatives.

8 Vacancy and operational savings.

9 Additional costs for Project Hope, Gang Suppression and Missing Persons initiatives.

10 Additional costs related to the Milgaard Inquiry.

11 Additional grant funding for in-year salary adjustments and operational costs.

12 Increase expenditures for retiring allowances under the collective agreement.

13 Additional funding for Project Hope, Gang Suppression and Missing Persons initiatives and the Milgaard Inquiry.

14 Additional funding for Court-appointed counsel, in-year salary adjustments, retiring allowances and Provincial Court Commission.

15 Reduced capital expenditures associated with delayed development of the new Courts System (JEIN).

2005-06 Financial Results – Revenue

The following table outlines information on actual and budgeted revenues by revenue description.

Explanations are provided for all variances > $100,000.

Description	Revenue Budget	Actual Revenue	Variance	Notes
	(thousands of dollars)			
Taxes				
Privileges, Licenses and Permits	$ 7,309	$ 8,336	$ 1,027	1
Sales, Services and Service Fees	18,116	19,542	1,426	2
Fines, Forfeits and Penalties	13,088	9,787	(3,301)	3
Interest, Discount, Premium	58	113	55	
Receipts from Other Governments	20,083	20,129	46	
Receipts from Crown Entities	660	677	17	
Other Revenue	275	402	127	4
Department Total	**$ 59,589**	**$ 58,986**	**$ (603)**	

Explanation of Major Variances

1 Increased revenue from non-registered insurance companies and corporate annual returns.

2 Increased securities related activities within the Saskatchewan Financial Services Commission.

3 Reduced fine activity and late payment fees.

4 Increase in miscellaneous revenue.

Where to Obtain Additional Information

This report provides information about both our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of this report, we invite you to call (306) 787-7872.

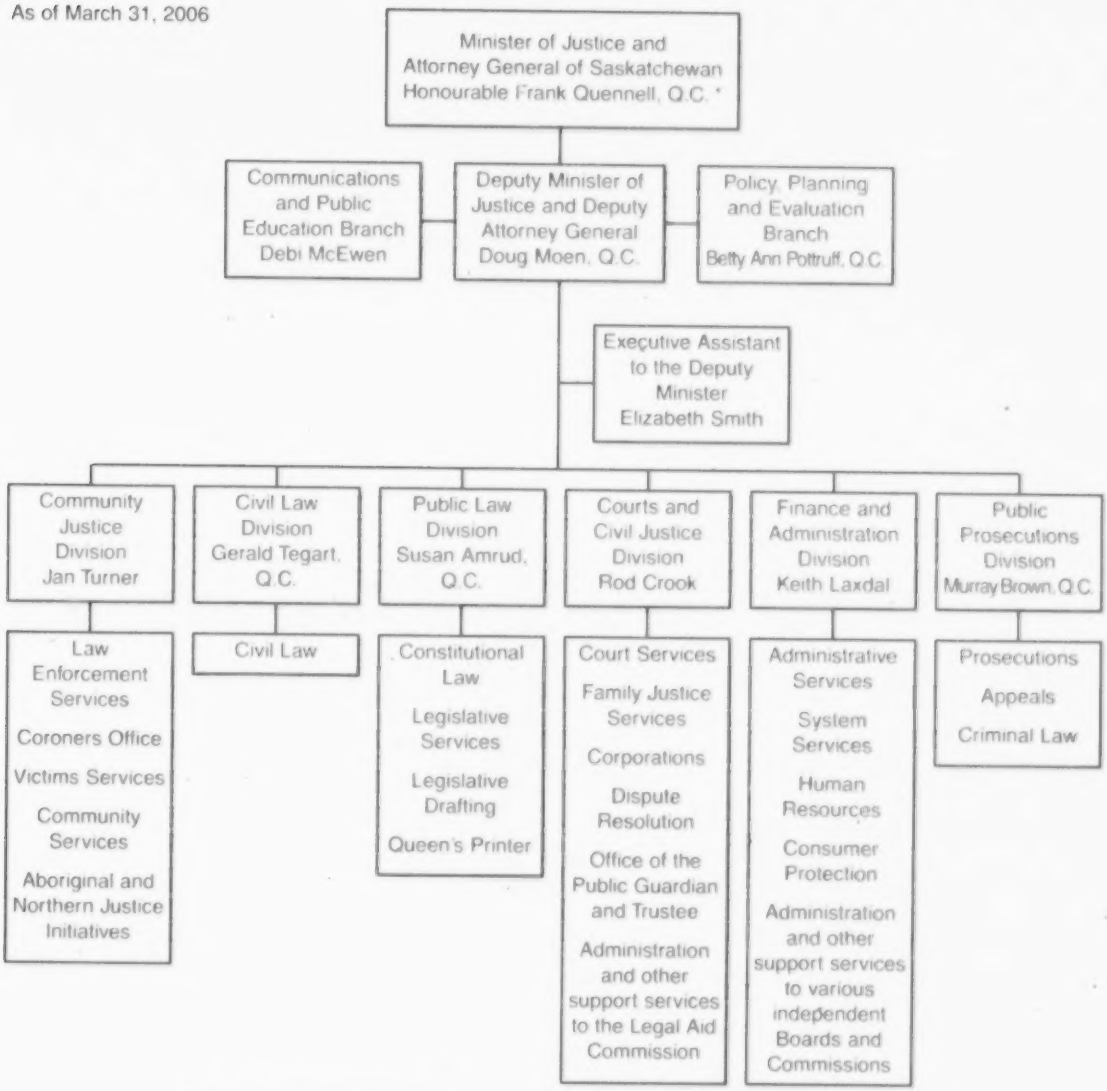
Or contact:

Saskatchewan Justice
Communications and Public Education Branch
1874 Scarth Street
Regina, Saskatchewan S4P 3V7

Or send us an e-mail through the Saskatchewan Justice web site: **www.saskjustice.gov.sk.ca**.

Appendix A: Organizational Chart

As of March 31, 2006


Minister of Justice and Attorney General of Saskatchewan Honourable Frank Quennell, Q.C. *
Communications and Public Education Branch Debi McEwen
Deputy Minister of Justice and Deputy Attorney General Doug Moen, Q.C.
Policy, Planning and Evaluation Branch Betty Ann Pottruff, Q.C.
Executive Assistant to the Deputy Minister Elizabeth Smith
Community Justice Division Jan Turner
Civil Law Division Gerald Tegart, Q.C.
Public Law Division Susan Amrud, Q.C.
Courts and Civil Justice Division Rod Crook
Finance and Administration Division Keith Laxdal
Public Prosecutions Division Murray Brown, Q.C.
Law Enforcement Services
Coroners Office
Victims Services
Community Services
Aboriginal and Northern Justice Initiatives
Civil Law
Constitutional Law
Legislative Services
Legislative Drafting
Queen's Printer
Court Services
Family Justice Services
Corporations
Dispute Resolution
Office of the Public Guardian and Trustee
Administration and other support services to the Legal Aid Commission
Administrative Services
System Services
Human Resources
Consumer Protection
Administration and other support services to various independent Boards and Commissions
Prosecutions
Appeals
Criminal Law

* *Also responsible for:*

- Automobile Injury Appeal Commission
- Commission of Inquiry into the Wrongful Conviction of David Milgaard
- Co-operative Securities Board
- Farm Land Security Board
- Film Classification Appeal Board
- Film Classification Board
- Human Rights Commission
- Law Reform Commission
- Legal Aid Commission
- Police Commission
- Police Complaints Investigator
- Provincial Mediation Board/ Office of the Rentalsman
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Financial Services Commission
- Surface Rights Board of Arbitration

Appendix B: Boards and Commissions

The Minister of Justice is responsible for a number of boards and commissions that receive varying levels of administrative and policy support from Saskatchewan Justice, including:

- Automobile Injury Appeal Commission
- Commission of Inquiry into the Wrongful Conviction of David Milgaard
- Co-operative Securities Board
- Farm Land Security Board
- Film Classification Appeal Committee
- Film Classification Board
- Human Rights Commission
- Law Reform Commission
- Legal Aid Commission
- Office of the Rentalsman
- Provincial Mediation Board
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Financial Services Commission
- Saskatchewan Human Rights Tribunal
- Saskatchewan Legal Aid Commission
- Saskatchewan Police Commission
- Saskatchewan Police Complaints Investigator
- Surface Rights Board of Arbitration

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports, which are included in this document to accommodate tabling requirements and reduce printing costs:

- Automobile Injury Appeal Commission
- Provincial Mediation Board
- Office of the Rentalsman

Automobile Injury Appeal Commission

The Automobile Injury Appeal Commission opened on January 1, 2003, as an independent, quasi-judicial administrative tribunal responsible for hearing appeals under the Personal Injury Protection Plan for injuries sustained in motor vehicle accidents, regardless of fault. The plan is administered by Saskatchewan Government Insurance (SGI).

When people are not satisfied with a personal injury benefits decision made by SGI under the no fault system, they can file an appeal with either the Court of Queen's Bench or the Commission. In either case, there is a time limit to file an appeal. Appeals must be filed either 90 days from the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a $75.00 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by filing a Certificate of Substantial Hardship. The fee (if paid) is refunded if the claimant is successful. Once the claimant and SGI have filed all documents relevant to an appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. Documents are then packaged and presented to assist the parties and appeal panel in reviewing the documentary evidence. Claimants can represent themselves or have their lawyers present their case to the Commission. Sixty-seven per cent of claimants are self-represented.

Both the claimant and SGI have the right to examine and cross-examine any witness. If necessary, either party can arrange to have a witness subpoenaed to attend the hearing. Witnesses can testify by telephone if they are unable to attend the hearing in person.

The Commission interprets the law and the regulations governing no fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no fault benefits plan. Written reasons for the Commission's decision are provided to and binding on both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts are provided to the parties upon request and at their expense.

Appeal hearings are open to the public and, thus become a matter of public record. Written reasons for the decision include personal information which become part of the Commission's decision and is published on its web site and other legal sites. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers unrepresented claimants an opportunity to become familiar with the hearing process.

Governing legislation includes:

- *The Automobile Accident Insurance Act, 1995 and 2002*
- *The Personal Injury Benefits Regulations, 1995 and 2002*
- *The Automobile Accident Insurance (Injury) Regulations, 2005*

Budget: $670,000
FTEs: 3.0

Appeal Statistics

	2005-06	2004-05	2003-04	2002-03	Total
Applications Received	144	179	171	30	524
Closed, Withdrawn or Settled	32	50	45	2	129
Adjourned	4	9	7	2	22
Hearings Concluded	10	72	114	26	222
Appeals Outstanding	98	48	5	0	151
Decisions Issued	3	41	90	26	160
Decisions Outstanding	7	31	24	0	62

Membership of the Commission

- Ann Phillips, Q.C., Regina, is appointed as Chairperson
- Peter Bergbusch, Regina
- Tim Brown, Regina
- Beverly Cleveland, Regina, serves as Vice-Chair
- Pamela Joy Dobko, Saskatoon
- Marjory Gammel, Saskatoon
- Conrad Hnatiuk, Regina
- Carolyn Jones, Saskatoon
- Al Knippel, Saskatoon
- Stan Loewen, Prince Albert
- Dr. Mukesh Mirchandani, Yorkton
- Carol Olson, Saskatoon
- Stephanie Pfefferle, Saskatoon
- Jeff Scott, Regina
- Darleen Topp, Saskatoon

2005-06 Program Highlights

- Attendance at the Canadian Institute's *Decision Writing for Administrative Tribunals* conference in November 2005.
- Annual Commission Member meeting held in December 2005.
- Appointment of one additional part-time Commission Member.
- Consultation meetings with the Law Society, Saskatchewan Chapter.

2006-07 Goals and Objectives

- Review client service delivery levels.
- Create a business plan to reducing the timelines for appeals.
- Appoint one or more Commission Members on a full-time basis.
- Continued support of the resolution of disputes between the parties in the appeal process.
- Publish policies and procedures in the *Saskatchewan Gazette* and on the Commission's web site.
- Post the Commission's scheduled hearings on the Commission's web site.

Provincial Mediation Board and Office of the Rentalsman

The Provincial Mediation Board offers assistance to individuals and families with personal debt problems by reviewing their financial situation and reviewing options to resolve their crisis. The Board is often able to arrange new repayment plans with creditors with payments channelled through the Board. As well, debtors are encouraged to develop better spending habits. The Board is also involved in arranging repayment plans for property tax arrears and giving information on residential foreclosure procedures.

The services of the Provincial Mediation Board are free to the public. More than 1,000 people accessed the office for help on various debt-related problems this last year. The program is able to assist people across the province, rural and urban. It also returned more than $1.9 million to the credit industry on behalf of debtors. The credit industry assists in paying for the help provided to debtors.

The Provincial Mediation Board is able to assist many individuals with outstanding student loans. The program is also partnered with problem gambling treatment programs to give guidance to individuals in resolving the financial fallout that often accompanies the addiction.

The number of people assisted by personal debt repayment plans decreased by about 15 per cent over the previous year. There were over 20 presentations on debt management made to different groups this year. Monthly presentations were provided for the Regina Qu'Appelle Region Health District Problem Gambling Day Treatment Program.

The program will see the replacement of one of its counsellors because of retirement. There will be a review of processes to allow more time with counselling individuals towards better spending habits. In addition, work is in progress for a new information system.

Budget: $383,000
FTEs: 6

Legislation:

- *The Provincial Mediation Board Act*
- *The Tax Enforcement Act*
- *The Land Contracts (Actions) Act*
- *The Agricultural Leaseholds Act*
- *The Land Titles Act*
- *The Rural Municipality Act*
- *The Bankruptcy and Insolvency Act* (Federal)

2005-06 Statistics
Provincial Mediation Board

	2005-06	2004-05	2003-04
Debt Repayment Files Opened	270	328	275
Files Active at Year End	628	666	622
Payments Received from Debtors for Creditors (million)	$1.9	$1.85	$1.66
Administrative Levy for Province from Debt Mediation	$279,888	$272,346	$241,261
Debtor Assistance Files (counselling only)	272	348	398
Notice of Mortgage Foreclosure/Cancellation of Agreement for Sale	732	799	967
Tax Enforcement Applications Received	729	861	726
Tax Enforcement Files in Continuous Mediation	834	880	766
Tax Enforcement Fees Received in Year	$19,402	$17,220	$14,520

The Office of the Rentalsman provides information to landlords and tenants about residential tenancy rights and obligations. It also provides a hearing forum for these landlords and tenants.

The public is invited to access the office for information. Residential landlords and tenants may use the hearing service.

The Office of the Rentalsman provided orders on more than 11,000 cases and held more than 7,000 hearings. Our three Information Counsellors responded to close to 40,000 inquiries. This was mainly through toll-free telephone contact. There were about a dozen presentations made to the public on residential landlord and tenant rights.

It is a priority for this office to continue to provide the public with quick access to its services. It is an ongoing task to review our processes to ensure that hearings are both fair and efficient. There was an improvement in delivering orders in a timely fashion.

Inquiries are also provided in a timely manner. The vast majority of telephone inquiries are responded to within one hour and virtually all inquiries are attended to within two business hours.

There was a review of the existing legislation and consultation with stakeholders. A new *Residential Tenancies Act* will be introduced. Both staff and public will be given information sessions on the changes before implementation.

Budget: $688,000
FTEs: 11.6

Legislation:

- *The Residential Tenancies Act*

2005-06 Statistics
Office of the Rentalsman

	2005-06	2004-05	2003-04
Total Applications Received	11,438	11,916	12,160
Landlord Applications	10,739	11,199	11,363
Tenant Applications	699	717	797
Number of Security Deposit Applications	5,881	6,464	7,183
Fees	$214,060	$221,880	$223,500
Security Deposit Applications Completed within 55 Days from Application	85%	81%	85%
All Other Applications Completed within 55 Days from Application	84%	80%	76%

Appendix C: Revolving Funds

Queen's Printer Revolving Fund

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations, and other government legislative publications, including:

- *The Saskatchewan Gazette*;
- Tables to Saskatchewan Statutes and Regulations;
- The Saskatchewan Rules of Court (for the Court of Queen's Bench and the Court of Appeal);
- Private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets, of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan.

Under the authority of the Minister of Justice and the Lieutenant Governor in Council, and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations*, the Queen's Printer operates through a revolving fund, and sells its legislative publications and services to achieve the fund's break-even mandate. Significantly self-funded, the Queen's Printer is provided an appropriation from the General Revenue Fund in order to provide free access to all current electronic publications at the Internet web sites of **www.qp.gov.sk.ca** (Freelaw®) and **www.publications.gov.sk.ca** (Publications Centre).

The main users of paper and electronic publications include:

- municipal/provincial/federal governments;
- law offices;
- colleges/universities;
- industry specific groups (e.g., municipalities/oil and gas companies)
- libraries; and
- business/corporate.

Queen's Printer Budget

	2005-06 Actual (Unaudited)	2005-06 Budget	2004-05 Actual	2003-04 Actual	2002-03 Actual
Revenue	$ 643,444	$ 608,000	$ 580,890	$ 592,679	$ 609,126
Expenditures					
Cost of Goods Sold	$ 236,750	$ 239,500	$ 199,626	$ 279,808	$ 293,197
Gross Profit/(Loss)	$ 406,694	$ 368,500	$ 381,264	$ 312,871	$ 315,929
Administrative Expenditures	518,147	546,500	522,840	537,214	561,332
Net Profit/(Loss)	$ (111,453)	$ (178,000)	$ (141,576)	$ (244,344)	$ (245,402)
GRF Subsidy	125,145	159,000	159,000	225,000	225,000
Net Profit/(Loss) After Subsidy	**$ 13,692**	**$ (19,000)**	**$ 17,424**	**$ 656**	**$ (20,402)**

2005-06 Goals and Objectives

- Facilitate and train all government departments and related agencies to participate in Citizen Service Transformation by cataloguing all public documents for the Government of Saskatchewan on the Publications Centre by September 30, 2005, as mandated by executive government.
- Continue to scan, edit and post historical legislation to form part of Freelaw®.
- Amalgamate Freelaw® and Publications Centre web sites to gain administrative efficiencies and to consolidate administrative pages into fewer, easier to read pages.
- Investigate the benefits of implementing a Content Management System (CMS) for the Publications Centre.
- Work co-operatively with other government agencies for opportunities to share information technology and publishing resources.
- Continue to share with/learn fror other Queen's Printers in Canada with respect to legislative publishing and Internet publications delivery standards.
- Promote Freelaw® and the Publications Centre through media and direct marketing.
- Attend and/or sponsor relevant industry trade shows to promote Queen's Printer services.

2005-06 Activities and Results

- All government departments and Crown corporations, as well as many related agencies, now participate in the Government of Saskatchewan Publications Centre. The number of participating agencies has grown from five to 39 in one year.
- The volume of information in Freelaw® continues to grow, however, keeping current information updated is the priority.
- Freelaw® has been amalgamated into Publications Centre with the exception of the home page and subpages. Further Government of Saskatchewan web efficiencies are being realized by other departments who link publications directly to Publications Centre from their web sites, such as Culture, Youth and Recreation and Environment.
- A common Content Management System (CMS) is being investigated for the Government of Saskatchewan and Publications Centre will be part of that implementation.
- Continued to work co-operatively in partnership with the Information Technology Office, Saskatchewan Property Management and all participants in and outside of the provincial government to deliver Publications Centre.
- Queen's Printers in other provinces are becoming more electronic-based and delivering more free electronic services as well as less paper. Saskatchewan is a leader in quantity and quality of electronic legislative publications.
- Marketed Publications Centre, including Freelaw®, through attendance at conferences.
- Continued a strong relationship with the Uniform Law Conference of Canada by publishing their Proceedings and Commercial Law Strategy Binder.

Subscription Statistics

Subscriptions to Publication/Service	2005-06 Actual	2004-05 Actual	2003-04 Actual	2002-03 Actual	2001-02 Actual
Statutes of Saskatchewan Bound Volume	105	111	115	125	135
The Saskatchewan Gazette	325	345	375	420	460
Loose-leaf Statutes	245	257	270	281	295
Loose-leaf Regulations	90	98	102	104	108
Separate Chapters	58	61	65	65	67
Tables	186	201	205	214	243
Rules of Court (English/French)	229/0	232/0	235/0	–	–
Loose-leaf Oil and Gas	82	82	84	82	185
Loose-leaf Mining	20	20	20	20	31
Loose-leaf Rural Municipality	234	238	238	–	–
Loose-leaf Urban Municipality	315	323	319	–	–

2006-07 Goals and Objectives

- Continue to keep Freelaw® an industry-leading delivery system for Government of Saskatchewan legislative documents.
- Continue to manage Publications Centre by recruiting and training new participants, and expanding and improving catalogue, payment and administrative processes.
- Continue to scan, edit and post historical legislation to form part of Freelaw®.
- Work with other government agencies to implement a Content Management System (CMS) for the main government web site, including Publications Centre.
- Work co-operatively with other government agencies and other levels of government for opportunities to share information technology and publishing resources.
- Continue to share with/learn from other Queen's Printers in Canada with respect to legislative publishing and Internet publications delivery standards.
- Promote Freelaw® and the Publications Centre through media and direct marketing.
- Attend and/or sponsor relevant industry and business trade shows to promote Queen's Printer services.

Victims Services

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims' needs are directly related to their involvement in the criminal justice system and may include:

- information on the justice system and assistance as they proceed through the criminal justice process;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how a crime has affected them.

Victims of reported crime, those who come to the attention of the justice system, are the first priority of the program. Initiatives for victims of unreported crime and at-risk individuals are also considered important and are supported to the extent that resources are available. Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children and persons with disabilities, as well as Aboriginal people who are disproportionately victimized by crime.

In order to increase understanding about the needs of victims of crime and ensure basic services are available to meet their needs throughout Saskatchewan, the Victims Services Program offers a range of direct supports, such as:

- crisis intervention services;
- specialized victim services for special target groups such as victims of domestic violence and child and adult victims of sexual abuse;
- victim/witness services;
- victims compensation;
- Restitution Program;
- Aboriginal initiatives; and
- Victim Impact Statement Program.

Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and co-operative response. These indirect supports include:

- education and training;
- co-ordination of services;
- research and evaluation initiatives; and
- prevention of victimization programming.

The governing legislation of the Victims Services program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 2002*.

The Victims Fund established by this legislation is the sole support for services for victims of crime. This Fund is a special-purpose fund that is comprised of the victims' surcharge that is paid by offenders on federal and provincial offences.

Total FTE Establishment

Administration	6.5
Compensation	2.0
Restitution	3.0
Victim/Witness Support	4.5
Training and Interpersonal Family Violence Manager	1.0
Total FTEs	**17.0**

2005-06 Goals and Objectives

- Continue effective and efficient stewardship of the Victims Fund to maximize funding for programs and services for victims of crime by:
  - monitoring provincial and federal surcharge imposition and collection;
  - monitoring investment of the Victims Fund to maximize revenue;
  - monitoring expenditures in order to balance revenue and expenditures;
  - administering Proceeds of Crime monies deposited in the Victims Fund; and
  - completing a review of the Victims Fund revenue and expenditures for Treasury Board.

- Meet the immediate needs of victims of crime for timely information, support and referral by:

  - ensuring adequate funding for police-based Victims Services and Aboriginal Resource Officer programs for victims of crime;
  - conducting financial audits in three community-based programs;
  - conducting financial reviews of community-based programs as time allows;
  - effectively managing contracts to deliver community-based services to victims of crime; and
  - supporting the growth and development of the Saskatchewan Association of Police-Affiliated Victims Services.

- Meet the unique needs of more vulnerable victims of crime by:

  - continuing funding of five specialized Victims Services Programs;
  - continuing to co-manage the Saskatoon Centre for Children's Justice and Victims Services; and
  - assisting in the development and ongoing support of Domestic Violence Courts in the Battlefords, Saskatoon and Regina.

- Provide court orientation and support to victims and witnesses during their involvement with the criminal justice system by:

  - providing court orientation, court accompaniment and support to children and other vulnerable victims/witnesses who must testify in court, through the Victim/Witness Services Programs;
  - developing and implementing a new Victim/Witness Services Program in La Ronge to serve northern Saskatchewan;
  - working with Public Prosecutions on the development of a Prosecutions protocol for referrals to Victim/Witness Services;
  - providing training to rural staff and volunteers on adult court orientation; and
  - developing the draft concept for a child-friendly courtroom.

- Provide payment for reasonable expenses resulting from a criminal act of personal violence by:

  - responding to applications for Victims Compensation in a timely manner;
  - reviewing and making recommendations for improvements to the *Victims of Crime Act* and *Victims of Crime Regulations* in relation to Victims Compensation;
  - updating the Victims Compensation Policy and Procedures Manual to reflect changes in program direction and/or legislation as needed; and
  - developing and testing a new Victims Compensation database.

- Increase payments of court-ordered restitution to victims from offenders by:

  - accepting transfer of the Restitution Program to Victims Services from Corrections and Public Safety;
  - developing and establishing the new Restitution Program at Victims Services, including staffing and policy development;
  - monitoring and enforcing court-ordered Restitution Orders for adult offenders; and
  - providing victims with information on how to file a Restitution Order with the Court of Queen's Bench.

- Assist in the development of programs for Aboriginal victims of violence and effectively manage contracts with Aboriginal organizations by:

  - monitoring contract compliance by Aboriginal organizations delivering eight family violence programs; and
  - in co-operation with Aboriginal and Northern Justice Initiatives Branch, working with the communities of Stony Rapids, Black Lake and Sandy Bay to help them develop community responses to interpersonal violence and victimization.

- Respond to the Commission on First Nations and Métis Peoples and Justice Reform by:

  - developing and implementing a new Victim/Witness Services Program in La Ronge to serve northern Saskatchewan;
  - working with the communities of Stony Rapids and Black Lake to develop a plan for a new police-based Victims Services program in the Athabasca Basin;
  - supporting the ongoing development of the Battlefords Domestic Violence Treatment Option Court, including managing funding agreements for victim support, offender treatment, and a Children Who Witness Domestic Violence program; and
  - exploring options for a new police-based Victims Services program for Sandy Bay.

- Educate the public and professionals about the needs of victims and how to respond in a helpful and compassionate way by:

  - responding to requests for information and distributing educational materials;
  - continuing to offer advice to local trainers on the Justice Response to Domestic Violence in communities across the province;
  - delivering training to rural staff and volunteers on adult court orientation and accompaniment;
  - delivering training on Victims Compensation to volunteers and new Co-ordinators;
  - responding to requests for presentations and training on Victims Services programs and victims' issues;
  - delivering training on family violence and Victims Services to recruit classes at the Saskatchewan Police College;
  - delivering training to recruit classes at RCMP Depot on issues relating to child victims in conjunction with the Department of Community Resources and the Children's Justice Centre;
  - developing an educational program that will provide accreditation for police-based Victims Services Co-ordinators, Aboriginal Resource Officers and volunteers; and
  - planning, organizing, promoting, and delivering a successful 10th annual Victims Services Week in 2005.

- Promote a comprehensive and co-operative response to victims of crime by:

  - participating in federal/provincial/territorial meetings on victims' issues;
  - participating in interdepartmental meetings and consultations on victims issues;
  - meeting monthly with the RCMP and Saskatchewan Association of Police-Affiliated Victims Services;
  - consulting regularly with other areas of Saskatchewan Justice including Law Enforcement Services, Community Services, Public Prosecutions, Court Services, as well as the Department of Corrections and Public Safety;
  - reviewing the *Victims of Crime Act* and *Victims of Crime Regulations* and making recommendations improvements; and
  - participating as a member of the Domestic Violence Court Steering Committees in three sites.

- Undertake research and evaluation related to the needs of victims of crime by:

  - finalizing an evaluation of Aboriginal Family Violence programs and developing a plan to implement recommendations resulting from the evaluation; and
  - collecting and monitoring regular qualitative and quantitative reporting from all funded agencies.

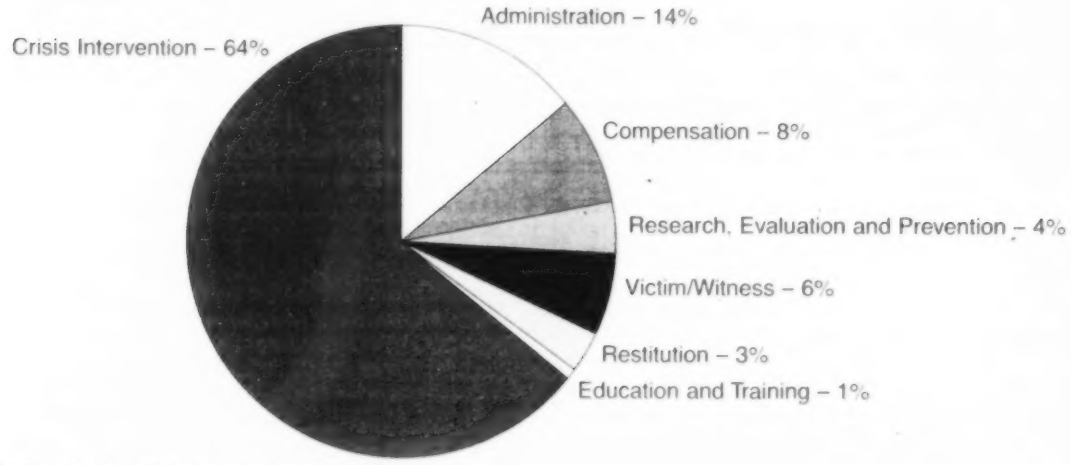
- Help to prevent victimization by educating and assisting those at risk by:

  - continuing to fund three Children Who Witness Domestic Violence programs and the Street Workers Advocacy Project, an anti-prostitution program;
  - managing the funding agreement for a fourth Children Who Witness Domestic Violence program in the Battlefords; and
  - funding four projects through Prevention and Support Grants.

Activities and Results

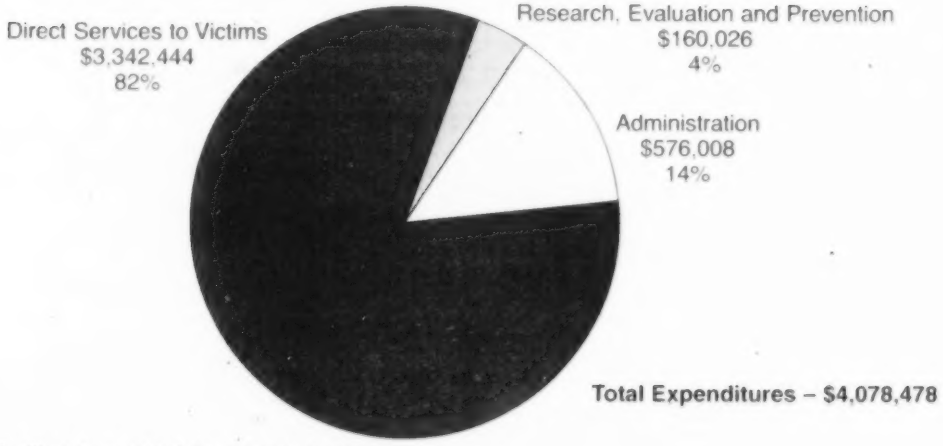
Financial Management/Administration

Victims Services 2005-06: Actual Expenditures – Unaudited



* Chart does not include year-end adjustments

Victims Services 2005-06: Actual Expenditures – Unaudited



* Chart does not include year-end adjustments

Total revenue for 2005-06 was $3,691,108. (This includes surcharges, increase in surcharge receivables, interest, proceeds of crime and other miscellaneous revenue.) Expenditures for 2005-06 totalled $4,078,478. The balance of the Victims Fund at March 31, 2006 equalled $1,432,958.*

* These numbers are unaudited and do not include year-end adjustments.

- A second review of the Victims Fund Revenue and Expenditures over the past five years was completed for Treasury Board and showed that each year the Victims Fund reserve has been drawn down to maintain adequate funding for existing programs.

- Proceeds of Crime totalling $123,773 remain in the Victims Fund for 2005-06.

- Conducted financial audits of three programs and trained staff in Simply Accounting to enable programs to have the knowledge to assume responsibility for their finances in the future.

- Continued to work with several Aboriginal Family Violence Programs to resolve management and financial issues.

Crisis Intervention Services

- Managed 23 funding agreements with community agencies and municipal police services to ensure that services are available to 80 per cent of Saskatchewan's population. This includes 17 police-based Victims Services programs and six Aboriginal Resource Officer programs.

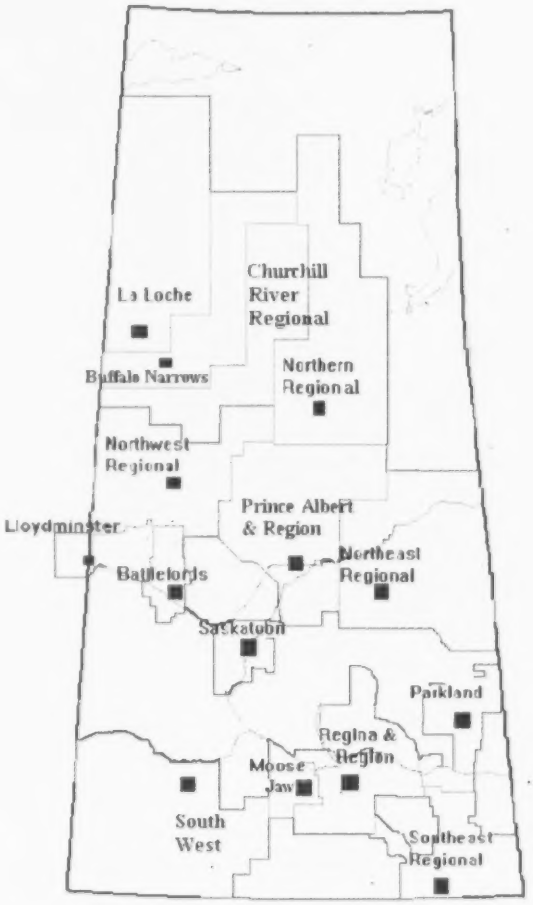
- Maintained services for victims in the Indian Head and Punnichy RCMP detachments by assuming responsibility for full funding to the Regina Region Victim Services program, upon conclusion of a five-year project which included partial funding from Justice Canada.

- Consulted with members of the communities of Stony Rapids, Black Lake, Hatchet Lake and Fond du Lac about the need for services in the Athabasca Basin and an appropriate program design. Funding for phase one (police-based Victims Services in Stony Rapids and Black Lake) was announced by the Minister in November 2005. Detailed proposal development continued through 2005-06.

- Worked with the Aboriginal and Northern Justice Initiatives Branch on determining options for implementing police-based Victims Services in Sandy Bay.

- Supported the Saskatchewan Association of Police-Affiliated Victims Services by providing input and advice, and by providing funding to cover travel costs for Executive Committee meetings and for the Chairperson's attendance at regular meetings with Saskatchewan Justice and RCMP.

Police-based Victims Services Programs



Specialized Victim Services

- Provided funding for four specialized programs: the Domestic Violence Early Intervention Program (Family Service Regina); Volunteer Victim Support Worker Program (Saskatoon Sexual Assault Centre); the Sexual Assault Line (Regina Women's Community Centre); and the Saskatoon Centre for Children's Justice and Victim Services.
- Continued to assist with funding and management of the Saskatoon Centre for Children's Justice and Victim Services.
- Provided ongoing support and expertise to the Battlefords Domestic Violence Treatment Option Court project.
- Assisted with the development of the Saskatoon Domestic Violence Court project.
- Participated in initial planning meetings for a domestic violence court in Regina.

Victim/Witness Services

- Continued to offer court orientation and support to those who are most vulnerable, with an increased focus on children and teens province-wide.
- Implemented a new Victim/Witness Services Program in La Ronge to serve northern Saskatchewan, including staffing of 1.6 FTE positions. This brings the total number of programs to four. The La Ronge program became operational in late 2005-06.
- Worked with Public Prosecutions to finalize a province-wide Prosecutions protocol for referrals to Victim/Witness Services.
- Chaired a committee with representatives from Victims Services, Prosecutions, Court Services, and Saskatchewan Property Management Corporation staff to continue developing plans for a child-friendly courtroom in Regina.

Victim/Witness Services Programs

	Males			Females			Total		
Year	**2005-06**	**2004-05**	**2003-04**	**2005-06**	**2004-05**	**2003-04**	**2005-06**	**2004-05**	**2003-04**
Children	56	32	53	75	60	75	131	92	128
Teens	98	60	53	196	123	157	294	183	210
Adults	107	72	65	341	240	351	448	312	416
Total	**261**	**164**	**171**	**612**	**423**	**583**	**873**	**587**	**754**

Victims Compensation

- Provided victims compensation totalling $288,130 to 296 victims of crime.

Victims Compensation Statistics

	2005-06	2004-05	2003-04
Applications Received	354	321	384
Applications Approved	323	296	349
Applications Denied	31	25	35
Total Amount Awarded	$310,034	$288,130*	$408,600
Average Award	$959.85	$973.41	$1,153.58

* In 2005-06, there were no claims for large awards.

Victims Restitution Program

- Implemented a new Restitution Program within Victims Services upon transfer of the program from Corrections and Public Safety. Two full-time employees were hired and the transfer of files occurred in three phases.
- Victim Services began monitoring and helping to enforce court-ordered restitution for adults.
- Work began on the development of a policy and procedures manual.

Aboriginal Initiatives

- Effectively administered funding for eight Aboriginal Family Violence initiatives.
- Effectively administered funding for six Aboriginal Resource Officer programs.
- Consulted with members of the communities of Stony Rapids, Black Lake, Hatchet Lake and Fond du Lac about the need for services in the Athabasca Basin and an appropriate program design. Funding for phase one (police-based Victims Services in Stony Rapids and Black Lake) was announced by the Minister in November 2005. Detailed proposal development continued through 2005-06.
- Worked with the Aboriginal and Northern Justice Initiatives Branch on determining options for implementing police-based Victims Services in Sandy Bay.
- In consultation with agencies delivering Aboriginal Family Violence Initiatives, developed and implemented a plan for evaluating their programs.

Education and Training

- Distributed over 58,000 brochures, posters, fact sheets, bookmarks and other educational material to Justice staff, community agencies and individuals. This includes the distribution of a number of new and updated brochures.
- Developed and distributed two new brochures on the Restitution Program; one for victims and one for offenders.
- Acknowledged nearly 300 volunteers who assisted in providing services to victims of crime in 2005-06 and gave special recognition to 10-year volunteers.
- Planned, organized and funded a two-day training session for all front-line staff of police-based Victims Services, Aboriginal Resource Officers and Victim/Witness programs, covering current issues, changes to legislation and programs, and self-care.
- Partnered with SIAST, consulted with program staff, and began the development of an educational program that will provide accreditation for police-based Victims Services Co-ordinators, Aboriginal Resource Officers and volunteers.
- Worked with Policy, Planning and Evaluation Branch to develop a training package and resource materials about the provisions of Bill C-2 (Protection of Children and Other Vulnerable Persons). Planned and organized training sessions at three sites for Victims Services program staff province-wide.
- Delivered presentations on the needs of victims and the programs available for victims to the Minister's Elders Advisory Committee, Alternative Measures employees in southern Saskatchewan, and all Prosecutions support staff.
- Provided multidisciplinary training sessions for police, funded agency staff and related community organizations in four communities on the Justice Response to Domestic Violence, and continued to support trainers throughout the province.
- Delivered five presentations to multi-sectoral audiences on interpersonal violence and the *Victims of Domestic Violence Act*.
- Victim/Witness Co-ordinators provided training sessions for police-based Victims Services staff and volunteers on court accompaniment for victim/witnesses.
- Provided five training sessions on Victims Compensation for staff and volunteers in eight police-based programs.

- Delivered two training sessions on family violence and two on Victims Services and Victim Impact Statements for police trainees at the Saskatchewan Police College.
- Delivered 12 educational sessions on Victims Services to approximately 300 RCMP recruits.
- Delivered Board training to three Aboriginal Family Violence programs with respect to financial and legal responsibilities.
- Planned, organized, promoted, and delivered a successful 10th annual Victims Services Week in the fall of 2005.
- Participated on the organizing committee for the first annual National Victims of Crime Awareness Week held in April 2006.
- Began planning for the new provincial Victims of Crime Awareness Week to be held in conjunction with the National Victims of Crime Awareness Week in April 2006.
- Provided financial support for one community program employee to attend the Collaborative Community Approach to Sexual Assault conference in Edmonton, Alberta.

Co-ordination

- Met regularly with RCMP "F" Division Community Services and the Chair of the Saskatchewan Association of Police-Affiliated Victims Services to discuss and address issues of mutual concern.
- In co-operation with RCMP "F" Division Community Services, organized a meeting of all front-line staff of RCMP-based Victims Services programs to discuss issues and policies.
- Reviewed the *Victims of Crime Act*, consulted with community organizations, and made recommendations for amendments to improve the Act. Began a review of the *Victims of Crime Regulations*.
- Consulted, as appropriate, with other areas of Justice, for example, Law Enforcement, Community Services and Prosecutions, as well as the Department of Corrections and Public Safety, on issues related to policies and procedures affecting victims of crime.
- Provided input and attended a meeting hosted by the RCMP to develop a national RCMP policy for Victim Services.
- Continued to assist in the development of an updated Provincial Child Abuse Protocol.
- Assisted in the development of the Provincial Interpersonal Violence and Abuse Protocol.
- Participated in various interdepartmental committees on family violence, child abuse, child exploitation and elder abuse.
- Attended two meetings of the Federal/ Provincial/Territorial (FPT) Working Group on Victims Issues.
- Represented Saskatchewan Justice on the Premier's Voluntary Sector Initiative Steering Committee.
- Provided input to the development of a new Justice Information System to ensure information was included for Victims Services Programs.
- Co-chaired the FPT Working Group on Victims Issues sub-committee on Aboriginal Victimization and assisted with the preparation of a report and recommendations.

Research and Evaluation

- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Provided advice and direction to RESOLVE in preparing and developing the evaluation for the Aboriginal Family Violence Strategy.
- Continued work with the RCMP on the development of processes to address privacy concerns and to ensure that victims continue to be referred to local Victims Services programs.
- Completed an evaluation of the Aboriginal Family Violence (AFV) Strategy and held a meeting of AFV program representatives to roll-out the recommendations for changes.
- Developed an instrument to use in ongoing evaluation of police-based Victims Services client satisfaction.

Prevention of Victimization Programming

- Provided financial support for four projects through the Prevention and Support Grant Committee.
- Managed funding for four Children Who Witness Domestic Violence Programs and for an anti-prostitution program in Regina, the Street Workers Advocacy Program.

2006–07 Objectives

- Respond to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform relating to Victims Services.
- Closely monitor the Victims Fund's revenue and expenditures and explore avenues to increase revenue.
- Effectively manage contracts to deliver community-based services to victims of crime.
- Provide court orientation and support to victims/witnesses.
- Provide payments for reasonable expenses resulting from a criminal act of personal violence.
- Plan and organize Saskatchewan's participation in the second National Victims of Crime Awareness Week.
- Fully implement the restructured Restitution Program province-wide including the development of policies and procedures.
- Represent Saskatchewan Justice on the Premier's Voluntary Sector Initiative Committee.
- Implement recommendations of the Aboriginal Family Violence evaluation and support programs in making changes within programs.
- Represent Saskatchewan on the Federal/Provincial/Territorial (FPT) Working Group on Victims Issues.
- Continue work on the development of provincial protocols regarding government responses to child abuse, child victim/witnesses and interpersonal violence.
- Distribute materials to increase awareness of programs and services available to victims of crime.
- Consult with community organizations and recommend amendments to the *Victims of Crime Regulations*. Implement the changes to the Act and Regulations.
- Together with community agencies, educate the public and professionals about the needs of victims and how to respond in a helpful and compassionate manner.
- Support programming to prevent victimization.
- Finalize and pilot an educational program that will provide accreditation for Victims Services Co-ordinators and volunteers.
- Implement an automated information system for the Victims Compensation Program.